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Estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council

United Nations Assistance Mission in Afghanistan

Report of the Secretary-General

Summary

The present report contains the proposed resource requirements for 2015 for the United Nations Assistance Mission in Afghanistan in the amount of $187,972,000 (net) ($200,659,000 gross). The General Assembly is requested to approve the budget in that amount and to appropriate an additional amount of $84,698,800 under section 3, Political affairs, of the programme budget for the biennium 2014-2015.

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I. Overview of the Mission and its future role

1. The United Nations Assistance Mission in Afghanistan (UNAMA) was established pursuant to Security Council resolution 1401 (2002) for an initial period of 12 months. The mandate of the Mission was subsequently extended by the Security Council in its resolutions 1471 (2003), 1536 (2004), 1589 (2005), 1662 (2006), 1746 (2007), 1806 (2008), 1868 (2009), 1917 (2010), 1974 (2011), 2041 (2012) and 2096 (2013). By its resolution 2145 (2014), the Council decided to extend the mandate of UNAMA until 17 March 2015.

2. At the close of 2014, the overall Kabul process of transition covering political, security and socioeconomic aspects has been completed as outlined in major international conferences on Afghanistan in Kabul (2010), Bonn (2011) and Tokyo (2012). The key milestones of the process were passed in the fourth quarter of 2014 with the conclusion of the presidential and Provincial Council elections, the withdrawal of the International Security Assistance Force (ISAF) and the holding of the Beijing and London conferences on future regional cooperation and the development agenda, respectively. With the uncertainty of much of 2014 behind, including the protracted electoral process, Afghanistan entered the "transformation decade" on 1 January 2015, having assumed full leadership and ownership of its national affairs, as outlined at the 2011 Bonn conference. The 21 September 2014 agreement to form a national unity Government was welcomed as it provided for the establishment of a broad-based and representative administration to address the challenges the country will face in 2015.

3. The prolonged electoral period, which saw months of campaigning and senior government officials in acting positions, contributed to the emboldening of spoilers, among them the Taliban and associated insurgent groups. Increased levels of security incidents were recorded by the United Nations as the Government sought to counter the efforts of insurgent groups to undermine the security transition process after their failure to significantly disrupt the elections. The uncertainty generated by the presidential election process and the accompanying finalization of the security agreements surrounding the North Atlantic Treaty Organization (NATO) presence post-2014, also contributed to a decline in economic growth owing to reduced foreign investment levels and State revenue collection. Further, a number of previously planned governance-related initiatives were postponed in order to allow the incoming Administration the opportunity to review the situation and develop its agenda. At the 4 December London Conference, the Government presented an ambitious reform programme entitled "Realizing self-reliance: commitments to reform and renewed partnership". In 2015, the new administration faces challenges in implementing the political programme set for the next two years, boosting economic growth and addressing the ongoing insurgency and illicit economic activity.

4. The presidential election marked the first peaceful transfer of power in Afghanistan between elected leaders, after two rounds of voting on 5 April and 14 June 2014 and subsequent events leading up to the 29 September 2014 inauguration. As no candidate gained more than 50 per cent of the vote in the first round, a second round of polling was constitutionally required. This was held on 14 June 2014 between the two leading candidates. With the results in dispute, a political impasse ensued. However, the matter was resolved by a combination of intensive mediation efforts and a comprehensive electoral audit, launched at the request of the two candidates and the Afghan authorities. Along with other

international partners, the United Nations extended its good offices and provided technical advice on the finalization of the results. On 21 September 2014, agreement to form a national unity Government was reached by the two candidates and the Independent Electoral Commission announced Ashraf Ghani as President-elect. The agreement provided for the position of Chief Executive Officer, which was subsequently announced to be held by Abdullah Abdullah, and highlighted the importance of political stability and reform, as well as the form and function of the national unity Government. It also included the commitment to convene a Loya Jirga within two years to consider amendment of the Constitution to establish the post of Executive Prime Minister.

5. At his 29 September 2014 inauguration, President Ghani outlined a broad agenda addressing institutional reform of the State and governance; interdependent issues of the economy, human capital and security, including a call to the Taliban and Hezb-e Islami Gulbuddin to enter into political discussions; and foreign policy initiatives for building the stability and prosperity of the country. The initial steps for the establishment of the new Government started immediately afterwards with the appointment of the Chief Executive Officer and a series of key high-level advisers, including their accompanying offices, by presidential decrees. Steps to implement a number of the President's campaign pledges to restore confidence in the stability of the country followed, particularly with regard to the security situation and the economy. On 30 September 2014, the new Government signed the Bilateral Security Agreement with the United States of America and the status-of-forces agreement with NATO, which together facilitate the establishment of the post-2014 NATO-led Resolute Support Mission to provide training, advice and assistance to the Afghan security forces. President Ghani took initial steps to strengthen the rule of law and combat corruption, including the issuance on 2 October 2014 of a presidential decree to reopen the investigation into the 2010 Kabul Bank fraud case. The Chief Executive Officer led initial discussions on the proposed electoral reforms outlined in the agreement to form the national unity Government.

6. Following extensive discussions, on 20 January 2015, President Ghani introduced 25 nominees for ministerial positions to the lower house of the National Assembly, as well as candidates to head the Central Bank and the National Directorate of Security. Of the former, 13 were nominated by the President and 12 by the Chief Executive Officer. Following a vote by the lower house on 28 January 2015, nine appointments were confirmed: eight ministers, including the key portfolios of foreign affairs, interior and finance, and the head of the National Directorate of Security.

7. President Ghani clearly enunciated in his inaugural address his commitment to launch an Afghan-led and Afghan-owned peace process following a hiatus in discussions during the election period. At the fourth Ministerial Conference of the Heart of Asia-Istanbul Process, held in Beijing on 31 October 2014, President Ghani again emphasized that peace was the highest priority of the new Government. Thus, he reiterated the invitation to the political opposition to join an inter-Afghan dialogue and requested international partners to support Afghan efforts. The Taliban have yet to signal a readiness to formally engage within the process, however, having publically rejected the formation of the national unity Government and the signing of security agreements with the United States and NATO. The High Peace Council of Afghanistan continued its efforts to build an environment conducive to dialogue across the country. Initiatives by the Council include continued efforts to

work with the *ulema* to counter religious narratives that encourage militant violence. The provincial peace councils also continued efforts to foster dialogue, including local mediation efforts, with support from UNAMA.

8. Efforts to promote regional cooperation and initiatives aimed at augmenting Afghanistan's own initiatives to promote political stability and socioeconomic development continued in 2014 and early 2015, with progress made in several areas. Central to these has been the continued momentum around the Heart of Asia-Istanbul Process. At the senior officials' meeting held on 17 January 2014 in New Delhi, member States and supporting countries and organizations reviewed progress on the six agreed confidence-building measures and funding modalities for the Process. UNAMA continued to support the development of the Process together with the broader United Nations system through meetings of the confidence-building measure Regional Technical Group in March and May. The Ministerial Conference of the Heart of Asia-Istanbul Process (see para. 7 above) concluded with the adoption of the declaration on deepening cooperation for sustainable security and prosperity of the "Heart of Asia" region. Since assuming office, President Ghani has emphasized regional cooperation as a pivotal factor for the stability and prosperity of Afghanistan.

9. The reform programme entitled "Realizing self-reliance", presented at the London Conference in December 2014 (see para. 3 above), centres on ensuring an environment for growth and private sector development, including measures for anti-corruption, transparency and accountability, as well as realizing the potential of regional cooperation for economic development. The reform programme generated a strong message of political support from the international community. Building on discussions held on 27 November 2014 in Kabul at a special meeting of the Joint Coordination and Monitoring Board co-chaired by the Government and UNAMA, the participants at the London Conference reiterated their commitment to the Tokyo Mutual Accountability Framework and their attention to update the Framework on the basis of the new Government's priorities at the next senior officials meeting in 2015.

10. The overall economic situation in 2014 became increasingly challenging, along with the preparation of the Government's 2015 budget. At the London Conference, the World Bank reported that economic growth had declined from the average annual rate of 9.4 per cent during 2003-2012 to 3.7 per cent in 2013 and 1.5 per cent in 2014. Prior to the Conference, in October 2014, the Ministry of Finance disseminated a formal request for immediate donor support to close the budget gap estimated at $537 million caused by the economic slowdown. After extended discussions, the lower house of the National Assembly approved the Government's 2015 budget on 28 January 2015. The enacted budget addressed a number of concerns related to reduced revenue projections and allows ongoing Government-funded development projects to continue, but includes no new discretionary initiatives.

11. The overall human rights situation in 2014 in the country remained consistent with the trends documented in 2013. The Government continued efforts to meet its commitments to women's and children's rights, including the publication of its report on the implementation of the law on the elimination of violence against women in line with its commitments under the Tokyo Mutual Accountability Framework; reinstating legal provisions enabling women to testify against relatives in the new criminal procedure code; and submission of the third report on the implementation of the action plan on children and armed conflict. The main concern is the

significant rise in civilian casualties, with an increase of approximately 20 per cent recorded in 2014. This continued the reversal seen in 2013 following the decline in civilian casualties documented in 2012. The findings of the accreditation review of the Afghanistan Independent Human Rights Commission were published in January 2014, and a decision on the status of the Commission was deferred for one year to allow it to address the concerns raised. In December 2014, the International Coordinating Committee Bureau made a final decision that the Commission was in compliance with the Paris Principles and would retain its "A" status.

12. In the security agreements concluded with Afghanistan on 30 September 2014, the United States and NATO provided assurance of continued assistance to ensure that the capabilities established in Afghanistan's national security forces over the last 13 years are sustained. The finalization of the agreements was preceded by the NATO summit held on 4 and 5 September, at which NATO allies and partners pledged their continued support to the Afghan security forces until the end of 2017, with assistance of approximately $5.1 billion per year and continued dialogue under the NATO-Afghanistan Enduring Partnership. On 1 January 2015, Afghan forces assumed full responsibility for security and the new NATO-led Resolute Support Mission commenced. As set forth in Security Council resolution 2189 (2014), the new NATO non-combat, training, advisory and assistance operation will work in close coordination with the Government of Afghanistan.

13. Given the uncertainty surrounding the political and security transition in 2014, the Secretary-General submitted an interim budget for UNAMA for 2015 based on a technical rollover of current staffing and other resources for the equivalent of a six-month period, to be followed by a review and comprehensive budget proposal for 2015. As a result of the protracted political transition process, key international conferences were rescheduled to later in the year, including the Ministerial Conference of the Heart of Asia-Istanbul Process and the London Conference on Afghanistan (see paras. 3 and 7 above).

14. Further, the incumbent Government deferred some policy decisions to its successor amidst an electoral process that consumed the attention of the presidential candidates and their teams, as well as that of the United Nations and key international stakeholders. It was therefore assessed that, once the new Government was constituted, discussions on the future of UNAMA could be advanced. As at February 2015, the formation of the national unity Government continues to be a work in progress, as focus remains on the process of cabinet appointments and the strengthening of governance structures. In their initial discussions with UNAMA and the United Nations country team on future United Nations activities, President Ghani and a number of his key advisers have expressed appreciation for the normative role of the United Nations with regard to the Mission's political good offices and human rights reporting. It was indicated that there was an expectation of greater emphasis on Afghan ownership and on transparency and "results-based" and "effective" aid coordination mechanisms.

15. As Afghanistan embarked on its "transformation decade", the planned United Nations assessment mission was deployed from 30 January to 10 February 2015. In response to the protracted processes and prevailing environment, it was smaller in scope than originally anticipated. In the mission's discussions with various United Nations, international and Afghan interlocutors, the aforementioned views and expectations for the United Nations were reiterated. In addition, President Ghani has

indicated that further dialogue to directly address these issues in depth with the United Nations and international stakeholders will continue in the months ahead. In these circumstances, discussions on the future UNAMA mandate, to be decided by the Security Council no later than mid-March, are focused on the possible renewal of the Mission's currently mandated core functions that promote Afghanistan's peace and stability. The budget proposal for 2015 therefore includes a number of proposed organizational and resource changes, as detailed in paragraphs 25 and 26 below.

Partnerships, country team coordination and mission integration

16. As the official responsible for addressing the situation in Afghanistan in all its aspects, the Special Representative of the Secretary-General ensures that the Mission, the specialized agencies and the funds and programmes of the United Nations system support and coordinate their efforts with those of the representatives and envoys of the Secretary-General, including the High Commissioner for Human Rights, the Special Representative of the Secretary-General for Children and Armed Conflict and the Executive Director of the United Nations Office on Drugs and Crime.

17. The coordination of the humanitarian and development activities of the agencies, funds and programmes and UNAMA is led by the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator. The basis for coordinating United Nations programming and aligning it with that of the Government of Afghanistan is the United Nations Development Assistance Framework for Afghanistan for 2015-2019, which was endorsed in principle by the outgoing Government and will be finalized with the new Government, and the humanitarian response plan for 2015. Through the Resident Coordinator's office and the Office for the Coordination of Humanitarian Affairs, these frameworks provide the basis for a set of shared programmatic priorities in the respective fields of development and relief. The Framework also supports the organizations' commitment to integrated annual work plans and business plans and a common communication strategy, as well as supporting the alignment of the United Nations efforts with those of the Government and the international donor community.

18. UNAMA works with the United Nations Regional Centre for Preventive Diplomacy for Central Asia to support efforts to facilitate dialogue and cooperation between Afghanistan and other Central Asian countries. UNAMA also cooperates with regional bodies and organizations, including the Shanghai Cooperation Organization, to support dialogue to assist Afghan-led reconciliation efforts, counter-narcotics activities and socioeconomic development with other Member States of the region.

19. The security management team, led by the Special Representative of the Secretary-General, as the designated official, and comprising the Department of Safety and Security, UNAMA, the specialized agencies and the funds and programmes of the United Nations system, addresses issues of common security management and services, including the coordination of security arrangements on a cost-sharing basis at all the multi-agency compounds at which common services agreements have been established.

20. The Integrated Mission Task Force, led by the Afghanistan team of the Department of Political Affairs, promotes the coherent provision of policy guidance and support to UNAMA. This mechanism fosters coordination, collaboration and information-sharing among the concerned Secretariat departments and offices and the agencies, funds and programmes on issues related to the implementation of the Mission's mandate and broader United Nations policy guidance.

21. Information on specific substantive project activities planned to be carried out by UNAMA in conjunction with the specialized agencies, funds and programmes is provided in annex III.

Priorities for 2015 and planning assumptions

22. In accordance with the mandate set out by the Security Council in its resolution 2145 (2014), UNAMA and the Special Representative of the Secretary-General for Afghanistan, guided by the principle of reinforcing Afghan sovereignty, ownership and leadership, will continue to focus on the following priorities:

(a) Political support: provide good offices and support to inclusive Afghan-led political processes, including provision of support to intra-Afghan dialogue such as High Peace Council initiatives with civil society, political groups and armed opposition groups at the provincial, national and regional levels to support advancement of a framework for national negotiations; promote the roles of Afghan institutions in implementing all aspects necessary for transparent, inclusive and credible parliamentary elections, including strengthening of technical preparations and encouraging coherent international donor support; support regular and structured bilateral and multilateral political dialogue between Afghanistan and neighbouring countries, particularly linked to the agreed Istanbul Process confidence-building measures, to address regional cooperation issues;

(b) Human rights: promote accountability towards and the implementation of fundamental human rights provisions of the Constitution and national and international law for all Afghan citizens, especially with regard to the rights of women and children affected by armed conflict as set forth in Security Council resolutions; monitor the situation and advocate with all parties to the conflict for the protection of civilians in accordance with international humanitarian law; continue efforts to promote the elimination of violence against women, improve detention practices; continue partnerships with the Afghan Independent Human Rights Commission and civil society;

(c) Development coherence: promote inclusive and coherent socioeconomic development policies to achieve increasing economic self-reliance and poverty reduction; as the co-chair of the Joint Coordination and Monitoring Board, advocate for predictable and balanced financial commitments and related policy commitments, as set out in the Tokyo Mutual Accountability Framework, on the part of the Government and international partners; facilitate and help coordinate policy development and partnerships in the areas of rule of law and promotion of governance by promoting accountability to enable legitimate judicial and security institutions at both national and provincial levels.

23. Challenges in entrenching representational democracy, promoting inclusive peace and reconciliation, improving governance, addressing human rights issues, especially for women and girls, strengthening anti-corruption mechanisms, ensuring the integrity of public finance and addressing economic challenges are expected to remain key issues as the transformation decade commences and the Government implements its planned reform agenda. The three overarching priorities of the Mission (political support, human rights and development coherence) are expected to be maintained through the year, as will the emphasis on the interconnections between them through forums and mechanisms such as the Tokyo Mutual Accountability Framework. These efforts are linked to and consistent with the goals

of the United Nations system in Afghanistan, which aim to help address threats to the rule of law, such as organized crime and illicit trafficking, and the root causes of conflict, including economic and social injustice. The good offices role of the Mission is expected to continue to centre on promoting political stability through the provision, at the request of the national unity Government, of support for the peace and reconciliation process and the technical aspects of both electoral reform and the holding of parliamentary elections. The focus on bilateral and multilateral regional dialogue is expected to continue, consistent with the emphasis placed on regional cooperation by President Ghani, which also underscores the continued importance of the Mission's liaison offices. UNAMA will support the new Administration's efforts to effect the development of legitimate and accountable institutions by ensuring that the Mission's activities, including those related to donor coordination, reflect the principles of national ownership and capacity development. In this regard, the Mission will advocate for predictability, stability and coordination in the commitments by all stakeholders in 2015 and beyond to achieve the common goal of a peaceful, stable and prosperous Afghanistan.

24. The UNAMA field presence, comprising 13 field offices, will continue to remain central to the implementation of the Mission's priorities in 2015. The presence allows the Mission to carry out a diverse range of political activities with provincial stakeholders, including local authorities, the Independent Election Commission and provincial peace councils. The field presence is particularly critical to advocacy, monitoring and reporting on human rights issues, including civilian casualties, child rights and the implementation of the law on the elimination of violence against women. It also allows the Mission to reinforce the Government's effort to enhance implementation of the development coordination dialogue and policies related to governance and rule of law at the subnational level, especially following the withdrawal of the provincial reconstruction teams. Overall, the United Nations carried out over 8,000 road missions across the country in 2014, including numerous joint assessment visits, which were broadly consistent with operations in preceding years. At the same time, the United Nations recognizes that the evolving operational context, following the security transition, will require further mitigation measures to ensure the safety and security of personnel conducting programme activities across the country. In this regard, UNAMA, in conjunction with the United Nations country team and the donor community, is pursuing the establishment, under a cost-sharing agreement, of a medical emergency response team project to provide specialized trauma care support at the provincial level. In addition, the Department of Safety and Security continues to review and, as appropriate, implement measures to enhance the existing security services provided by the Government at the provincial level to support United Nations operations, including those of UNAMA.

Proposed organizational and resource changes

25. On the basis of the Security Council's extension of the UNAMA mandate until 17 March 2015 (resolution 2145 (2014)), and taking into account the priorities of the Mission and the evolving situation on the ground, options for strategically improving the presence of UNAMA in Afghanistan and carrying out the activities required to deliver its mandate were identified.

26. In view of the completion in 2014 of the construction of offices and staff accommodation facilities, the upgrading and overhauling of communications and

information technology equipment and the acquisition of additional armoured vehicles and other security-related investments, no additional significant investment is required in these areas for 2015. However, the following changes are proposed:

(a) Scale down the number of Mission staff in support areas in Afghanistan and Kuwait to ensure that an optimal number of staff is deployed to Mission locations;

(b) Strengthen peace and reconciliation coordination through the augmentation of the Mission's capacity to support the efforts of the High Peace Council to build an Afghan-owned and -led process, following the clear enunciation of the priority for political dialogue on the peace and reconciliation process by President Ghani;

(c) Align the Mission's civil affairs and field coordination structures to the post-transition context to promote effective coordination of the Mission's operational activities to respond to the new Government's reform agenda, the withdrawal of the NATO/ISAF provincial reconstruction teams and the start of the "transformation decade" (2015-2024);

(d) Strengthen coordination of activities and programmes related to rule of law and security institutions in line with the conclusions of the joint review carried out by the Mission early in 2014 with its partners, including the United Nations Development Programme (UNDP) and the United Nations Office on Drugs and Crime;

(e) Establish a support team in the Department of Political Affairs at Headquarters to backstop the Mission in substantive, operational, administrative and security-related areas. The Department of Peacekeeping Operations previously provided backstopping to UNAMA, thus the functions are not new but of a continuing nature.

27. The actions proposed above will result in the need to reorganize the Mission's human resources Details are provided in section III.B below under the respective organizational units.

Security considerations for 2015

28. The security environment in 2015 is expected to remain fragile and unpredictable. With the conclusion of the security transition, the focus in 2015 will be on the capacity of the Afghan National Security Forces to counter anti-Government elements, prevent further erosion of the security environment and provide a stable and secure environment for the implementation of the Government's planned reform agenda. The threats posed by criminal activity and the illicit economy will also continue to be of concern to the United Nations, particularly with local power struggles over access to resources expected to continue to fuel a complex and fluid conflict.

29. The activities of the United Nations are expected to be affected by security challenges similar to those seen in previous years. The United Nations recorded 22,051 security incidents in 2014, an increase from the 20,093 recorded in 2013, with the bulk of the incidents taking place in the south, south-east and east of the country. Overall, it is assessed that the current level of direct and indirect threats faced by the United Nations will remain constant, with the attendant implications for access and delivery of the United Nations programmatic work.

30. UNAMA will continue to take the steps necessary to ensure the security of its staff and assets throughout the country. In conjunction with the country team and Headquarters, UNAMA will continue to implement a broad range of security measures with a view to developing appropriate risk-mitigation strategies. Those efforts will ensure continued compliance with the minimum operating security standards/residential security standards applicable to the United Nations engagement in Afghanistan and support the process of planning for the Mission's future security strategies.

31. The cost of security for the Mission in 2015 is set out in annex II.

Extrabudgetary resources

32. The Mission has two multi-year initiatives supported by extrabudgetary resources that are expected to continue in 2015: (a) a project to develop community policing and increase the role of women in the police force that will operate until early 2016 (€3 million); and (b) a project for political activities linked to the peace and reconciliation process and in support of the High Peace Council to operate in 2015, subject to continued requests for support from the Government and civil society ($1.65 million).

33. To date, extrabudgetary funding has provided the Mission with access to additional technical expertise and enabled it to support specific initiatives and events, for example mediation training for provincial peace council members and other local stakeholders to resolve disputes.

II. Mission mandate and planned results

Performance for 2014

Expected accomplishments	Actual results with focus on major indicators of achievement for 2014
(a) The sociopolitical environment is increasingly conducive to sustainable peace and stability	At the request of the Afghan authorities, UNAMA continued to support the organization of the 2014 presidential and Provincial Council elections. The Mission provided its good offices to facilitate dialogue with various stakeholders on issues ranging from electoral legislation, voter registration and financial support to respectful campaigning among candidates. These efforts were closely coordinated with the UNDP ELECT II project to provide capacity-building and technical assistance to Afghan institutions Following the disputed outcome of the second round of the presidential election on 14 June, UNAMA and its international partners undertook extensive diplomatic and technical efforts to resolve the finalization of the results. These efforts resulted in agreement between the two candidates for a full audit of the results and political mediation on the formation of the new Government. UNAMA and UNDP mobilized an

Expected accomplishments	Actual results with focus on major indicators of achievement for 2014
	extensive United Nations effort to support the audit process, as well as providing logistical support to other partners engaged in the process, including the European Union. These efforts played an important part in the successful conclusion of the process, which saw the agreement between the two candidates to form a national unity Government
	Despite the hiatus in formal reconciliation dialogue, the High Peace Council continued steps to promote the peace and reconciliation process. Notable initiatives by the Council included steps with the Organization of Islamic Cooperation to counter religious narratives that encourage militant violence and the launch of a national campaign by the women's committee of the Council calling for a cessation of hostilities. UNAMA has continued to support these efforts in the form of good offices and logistical support, including through the Salaam Support Group
	The Afghan Peace and Reintegration Programme continued efforts, through provincial peace councils and local authorities, to encourage lower-level anti-Government elements to reconcile. By the end of 2014, more than 1,716 combatants had joined the Programme. As a member of the technical committee, UNAMA continued to carry out advocacy with respect to issues linked to community participation in order to improve the credibility of the process
	UNAMA undertook an extensive range of political outreach activities to support intra-Afghan dialogue between community and religious leaders to promote understanding and consensus on various issues, including reconciliation and elections. UNAMA launched 62 local dialogue and peace initiatives that were focused on resolving local tensions in communities and supporting the efforts of the provincial peace councils relating to the Afghan Peace and Reintegration Programme and potential fault lines around the elections. For example, in the eastern region, a series of initiatives in February and May 2014 brought together over 100 participants from four provinces, ranging from tribal elders to female civil society representatives, to discuss issues concerning the peace and reconciliation process and the elections. In May, UNAMA also hosted a traditional assembly of elders at the request of the parties involved in a

Expected accomplishments	Actual results with focus on major indicators of achievement for 2014
	century-old conflict between two tribes in Nuristan. More than 70 representatives agreed to stop planting landmines and explosives, to rebuild homes destroyed in the conflict and to establish a mechanism by which to resolve land and property disputes
	UNAMA remained actively engaged in supporting regional cooperation mechanisms, notably the Istanbul Process. Through the senior officials meeting and two technical working group meetings on the confidence-building measures, UNAMA has continued to assist stakeholders in developing tangible action plans for the working groups. The fourth Heart of Asia-Istanbul Process Ministerial Conference was held on 31 October 2014 in Beijing and concluded with the adoption of the declaration on deepening cooperation for sustainable security and prosperity of the "Heart of Asia" region. The outcome document of the Conference bolstered the political aspects of the Istanbul Process and reiterated previous commitments to inclusive reconciliation and support for an Afghan-owned and Afghan-led peace process. Likewise, the elements centred on economic cooperation were strengthened, notably for progress on confidence-building measures
	UNAMA has remained committed to supporting a number of regional forums and initiatives that contribute to efforts to develop a strategy for the achievement of regional stability and economic growth, including the Shanghai Cooperation Organization and the International Contact Group. These efforts have been reinforced through the visits of the Special Representative of the Secretary-General for Afghanistan and senior staff to Pakistan and Qatar
(b) Progress towards reform of the Afghanistan security sector and the rule of law	During 2014, UNAMA provided advice and technical assistance to the Ministry of the Interior on the implementation of community policing initiatives and its new strategy for the treatment, recruitment and retention of women police officers. In support of the two-year action plan of the Ministry, UNAMA has supported the establishment of community and police consultative forums in 19 districts of 5 provinces to mainstream community policing as a core policing approach. This support has allowed civil society to play a role in strengthening the accountability and responsiveness of the police within local communities.

Expected accomplishments	Actual results with focus on major indicators of achievement for 2014
	In March 2014, the Ministry also launched a commission to implement its strategy on women police and the establishment of policewomen's councils continued. UNAMA has advocated for the commission to strengthen protection mechanisms for female officers in advance of widespread recruiting and highlighted the benefit of utilizing policewomen in community service roles The new criminal procedure code came into effect on 5 June, accompanied by a corrective amendment to article 26 accomplished by the President's legislative decree and approved by the National Assembly. The amendment enables victims of domestic violence, usually women, to testify against their accused relatives, to allow such prosecutions to succeed. Other provisions in the new code strengthen legal protections for detainees, including the mandatory presence of a defence lawyer during felony case investigations and trials and the right to challenge the pretrial detention before a court. UNAMA led the coordination of international policy advice to the Ministry of Justice and is continuing to coordinate and support efforts to implement the new code, including guidelines and regulations, at the request of the Ministry UNAMA provided technical assistance and facilitated discussions through the justice sector board of donors to enable coordinated support to the Government's implementation of the national priority programme entitled "Law and justice for all". Through its regional offices, the Mission's support for the establishment and chairing of provincial justice coordination meetings in 29 provinces has transitioned to it supporting the provincial chief judges who now chair the meetings, which involve all justice institutions and the police criminal investigation divisions UNAMA also established and co-chaired the policy advisory group on land to improve coherence in support of an effective and transparent land administration and management system at the request of international donors. UNAMA also issued a thematic report on land usurpation on 31 August, which identified a number of deficiencies in the legal framework surrounding land management and recommended the establishment of a national civil law reform group to develop an integrated framework that

Expected accomplishments	Actual results with focus on major indicators of achievement for 2014
	includes criminal penalties. In October, the Afghanistan Land Authority formulated a five-year plan, with technical support from UNAMA, that seeks to strengthen State land management, including leasing of State lands and increasing State revenues by addressing land disputes and reclaiming illegally occupied State land
(c) Increased respect for human rights in Afghanistan	UNAMA reporting and advocacy on the protection of civilians continued to raise awareness among all parties of their responsibilities. In its mid-year report issued in July, UNAMA documented a total of 4,583 civilian casualties, an increase of 24 per cent from the same period in 2013, of which 74 per cent were attributed to anti-Government elements. The report highlighted that the leading cause of casualties is now ground engagements between parties to the conflict
	UNAMA has continued to discuss its findings with the Government, ISAF and the Taliban, as well as increasing its advocacy efforts with all parties to support their efforts to protect civilians and adhere to their obligations under international law. These efforts resulted in commitments in a number of areas to address civilian casualties and promote accountability. In October, the Congress of the United States approved $250 million to carry out subsurface clearance, where required, on the 83 United States high-explosive firing ranges
	The accountability of Afghan local police members improved, leading to the referral of 82 cases for prosecution and the conviction of four persons
	UNAMA continued to monitor the treatment of conflict-related detainees and the implementation of presidential decree No. 129 and the accompanying 11 recommendations of the President's fact-finding panel issued in 2013
	UNAMA continued efforts to support the implementation of the law on the elimination of violence against women. Following the release of the Mission's third report examining its implementation in December 2013 and the Government's own report as part of its commitments to the Tokyo Mutual Accountability Framework in March 2014, the Mission has continued efforts to raise awareness of the technical provisions of the law within the justice sector

Expected accomplishments	Actual results with focus on major indicators of achievement for 2014
	and communities. UNAMA also worked with the Government and international donors to address concerns on incorporating provisions on testimony against relatives in the new criminal procedure code that were seen as essential to the effective implementation of the law
	UNAMA continued to provide support to the Afghan People's Dialogue on Peace, a civil society initiative which led to the finalization of 34 provincial "road maps" for peace in April 2014. This was followed by the publication in June of a report detailing the findings of the second phase of the initiative that proposed a series of conflict-mitigation measures, including tackling corruption, disempowering and disarming militias, promoting human rights, equitable development and access to services and making the peace process more inclusive
	Following the Government's submission of its third report on the implementation of the action plan on children and armed conflict, a 15-point road map to enhance implementation of the action plan has been developed through consultation between the Government and the United Nations. In May, UNAMA launched a booklet entitled "Protecting Afghanistan's children in armed conflict", which focuses on six grave violations of child rights. Developed in consultation with Islamic scholars and legal experts, the booklet is designed as an advocacy tool based on national and international law and on fundamental tenets of Islam
(d) Increased effectiveness of development and humanitarian assistance provided to Afghanistan and improvement of Afghan institutions with a focus on subnational governmental structures	In March, the Government commenced steps to implement the provincial budgeting policy, a mechanism to develop the capacity of provincial governments in the direct management of development resources. To date the Ministry of Finance has allocated $1 million for Balkh province and $3 million each for Saripul and Samangan provinces for the current Afghan fiscal year. UNAMA is working with the Ministry of Finance, the line ministries engaged in service delivery and provincial authorities to strengthen the understanding of national development frameworks and implementation of the provincial development plans to improve governance and essential service delivery

Expected accomplishments	Actual results with focus on major indicators of achievement for 2014
	On 7 May, the Independent Directorate of Local Governance confirmed the Government's decision to implement a pilot programme on the district coordination councils policy in Herat, Takhar and Kapisa provinces. The new councils will replace a number of existing district-level governance structures with the aim of establishing unified district representative bodies to improve transparency and accountability at district level. However, the Government subsequently postponed the launch of the programme pending the outcome of the elections. UNAMA worked with the Independent Directorate of Local Governance to coordinate donor support for the process ahead of a final policy decision on implementation of the proposed reforms by the new Government
	President Ghani held a series of meetings with the Independent Directorate of Local Governance in October to coordinate reforms to improve subnational governance. Planned reforms include the appointment of new provincial governors on the basis of clear standard criteria and the delegation of authority to subnational administrations, accompanied by full accountability, establishment of a public-private partnership mechanism for improved service delivery and allocation of 40 per cent of the budget to the provinces. UNAMA has remained actively engaged with the Directorate to support the development of the proposed reform agenda by the new Administration
	On 6 May, the Government endorsed in principle the United Nations Development Assistance Framework for 2015-2019, noting that it was aligned with government programmes and development plans, but adding that the incoming Government should be able to review it after the election. The Framework supports key areas of the Afghan development agenda focused on the licit economy, basic services, social equity, the rule of law and governance. Final endorsement awaits the formation of the new Administration
(e) Enhanced implementation of the Afghanistan national development strategy benchmarks, London and Kabul Conference benchmarks and national priority programmes	The meeting of the Joint Coordination and Monitoring Board held on 29 January assessed progress made in the fulfilment of the Tokyo Mutual Accountability Framework commitments and initiated a forward-looking agenda to prepare the ministerial-level London Conference on Afghanistan. UNAMA facilitated civil society engagement with the process, as well as

Expected accomplishments	Actual results with focus on major indicators of achievement for 2014
	discussions between the Government and the international community on the preparation of a joint report on progress made in terms of hard deliverables Ahead of the ministerial meeting, discussions on the technical deliverables of the Framework continued. On 10 May, the Ministry of Finance hosted a meeting with national and international stakeholders entitled "The Tokyo Mutual Accountability Framework and the way forward" to review progress made by the Government on its commitments, including those related to legislation on mining, anti-money-laundering and combating financial terrorism. UNAMA has continued to advocate for the adoption of such legislation and to support the efforts of the Government in this regard, as the legislation is viewed as essential to supporting sustainable investment and tackling the illicit economy The United Nations co-chaired with the Government a special session of the Joint Coordination and Monitoring Board held on 27 November to undertake final preparations for the London Conference. On 4 December at the London Conference, the Government presented its paper entitled "Realizing self-reliance: commitments to reform and renewed partnership". The Conference communique reiterated participants' commitment to the Tokyo Mutual Accountability Framework and mandated the next senior officials' meeting, planned for 2015, to update the Tokyo Mutual Accountability Framework on the basis of the Government's new priorities

Performance assumptions for 2015

34. The UNAMA strategic framework is aligned with the goals set out by the Security Council in its resolution 2145 (2014). The overall objective and expected accomplishments of the Mission for 2014 will remain unchanged in 2015. However, some indicators of achievement and related performance measures have been updated to reflect the outcomes of key events that took place in 2014, including developments related to the Tokyo Mutual Accountability Framework. The indicators of achievement and performance measures related to human rights, rule of law and governance have also been updated to ensure their alignment with the context and priorities of the Mission. Although the overall Kabul process of transition was completed in 2014, the presidential and Provincial Council elections and subsequent delays in the formation of the Government resulted in a hiatus for a number of policy initiatives related to governance and rule of law in particular. Progress towards the proposed accomplishments and the accompanying challenges will continue to be documented in the quarterly report of the Secretary-General to the Security Council on the situation in Afghanistan.

35. In 2014, the United Nations reported an increase in the number of security incidents that affect the activities of civilian actors, including UNAMA. In response, the Mission, in conjunction with the United Nations country team, has continued to adapt its operational modalities to reflect the volatility and uncertainty associated with the overall security situation. The continued use of tools such as programme criticality analysis and security risk assessments has allowed the Mission to continue engaging with its counterparts, especially at the provincial level, and therefore to be in a position to achieve the proposed performance targets in 2015.

Objective, expected accomplishments and indicators of achievement for 2015

36. The objective, expected accomplishments and indicators of achievement of the Mission are set out below.

Objective: To promote peace and stability in Afghanistan

Expected accomplishments	Indicators of achievement
(a) The sociopolitical environment is increasingly conducive to sustainable peace and stability	(a) (i) Enhanced political outreach, including through the implementation of the recommendations of the Consultative Peace Jirga *Performance measures* Actual 2013: The High Peace Council and the Afghanistan Peace and Reintegration Programme continued outreach efforts to promote the peace process. All 34 provincial peace councils and provincial joint secretariat teams were fully established to support reintegration events. Provincial peace councils and provincial joint secretariat teams developed 164 small grant projects in 25 provinces. In addition, the Afghanistan Peace and Reintegration Programme supported the initiation of 589 community development projects and provided support to 1,612 reintegrees Estimate 2014: The High Peace Council and provincial peace councils actively engage in outreach, confidence-building, negotiation and grievance resolution. The provincial joint secretariat teams demonstrate enhanced ability to develop community recovery projects with support from the Afghanistan Peace and Reintegration Programme, as demonstrated by the development of approximately 2,200 projects in conjunction with line ministries. The Peace and Reintegration Programme provides support to 1,716 reintegrees

Target 2015: The High Peace Council and provincial peace councils will continue to be actively engaged in outreach, confidence-building, negotiation and grievance resolution. The ability of the provincial joint secretariat teams to develop small grant projects will be further enhanced. The Peace and Reintegration Programme will provide support to an additional 1,700 reintegrees and an estimated 3,000 community development projects

(ii) Implementation of confidence-building measures to increase dialogue among communities to redress past grievances

Performance measures

Number of high-level former combatants reconciled with the Government who are afforded security guarantees by the Afghan security forces

Actual 2013: 4

Estimate 2014: 1

Target 2015: 4

(iii) Reduced number of internal, intra-Afghan and provincial conflicts, such as tribal conflicts, land disputes, ethnic conflicts, conflicts among political parties and disputes over Government appointments

Performance measures

Number of de-conflicting initiatives undertaken through UNAMA good offices and political outreach

Actual 2013: 77

Estimate 2014: 62

Target 2015: 75

(iv) Increased Government engagement in the implementation, planning and funding of elections in Afghanistan, including in its efforts to strengthen their sustainability, integrity and inclusiveness

Performance measures

Actual 2013: At the request of the Government of Afghanistan, UNAMA continued to support dialogue on strengthening the sustainability, integrity and inclusiveness of the electoral process, including the coordination of international support. In addition to a request from the Independent Election Commission from 2012, United Nations support was formally requested by the Independent Electoral Complaints Commission in October 2013. UNAMA continued to coordinate efforts with the UNDP ELECT II project to provide technical assistance to the Independent Election Commission and the Independent Electoral Complaints Commission for the presidential and parliamentary elections scheduled for 2014

Estimate 2014: UNAMA coordination of national and international support for capacity-building and assistance to election management bodies helps to ensure that all technical preparations are completed on schedule for the presidential and Provincial Council elections in April and the presidential run-off election in June. At the request of Afghan stakeholders, UNAMA also provides its good offices and technical assistance to the political and audit processes that result in the final agreement in September between the two candidates to finalize the results of the presidential run-off election

Target 2015: Parliamentary and District Council elections will be conducted in accordance with an Independent Election Commission calendar. Electoral reforms will be undertaken in line with the agreement establishing the national unity Government. UNAMA and the UNDP ELECT II project will continue to provide technical assistance, as requested by the Government and the electoral management bodies, to help consolidate electoral capacity and improve the integrity, inclusiveness and sustainability of the next elections

(v) Increased regional cooperation activities and confidence-building measures

Performance measures

Increase in regional exchanges on and advocacy towards strengthened stability and economic prosperity of Afghanistan and the region, including through the Istanbul Process

Actual 2013: The declaration of the Almaty Ministerial Conference emphasized the progress achieved through the Istanbul Process and its six confidence-building measures and adopted implementation plans to support each measure. UNAMA supported the Istanbul Process throughout the year through various measures, including practical involvement in four senior officials' meetings and facilitating the engagement of the United Nations system in 11 regional technical group meetings. UNAMA undertook regular outreach with neighbouring countries, regional meetings and regional bodies to advocate for regional cooperation on Afghanistan

Estimate 2014: The Beijing Ministerial Conference bolsters the political aspects of the Istanbul Process and elements centred on economic cooperation are strengthened to promote progress on confidence-building measures. Progress and implementation plans are reviewed through two regional technical group meetings and three senior officials meetings, through which UNAMA continues to facilitate the engagement of the United Nations system. UNAMA undertakes regular outreach with neighbouring countries, regional meetings and regional bodies to advocate for regional cooperation on Afghanistan

Target 2015: Six regional technical group meetings, supported by three senior officials' meetings, will be held to implement confidence-building measures, through which UNAMA will continue to support the engagement of the broader United Nations system. A ministerial conference on the Istanbul Process will be held in Pakistan to review the progress of confidence-building measures. UNAMA will continue regular outreach to neighbouring countries, regional bodies and regional meetings for the purpose of promoting the stability and economic development of Afghanistan

Outputs

- Provision of good offices to the Government of Afghanistan, the Afghanistan Peace and Reintegration Programme joint secretariat and the High Peace Council, including line ministries, embassies, NATO and independent institutions, including the Independent Election Commission and civil society

- **Provision of political analysis and guidance on a regular and structured basis at the national and subnational levels to both internal stakeholders, including senior management of the Mission and key United Nations country team forums, and external partners and interlocutors, in order, inter alia, to promote conflict resolution and regional initiatives**
- **Contribution of UNAMA to policy and programme development under the Afghanistan Peace and Reintegration Programme; analysis of the political dynamics and practical implementation of the Programme through engagement with all stakeholders; recommendations for increasing effectiveness**
- **Coordination of international political support for electoral efforts by UNAMA in conjunction with the UNDP ELECT II project**
- **Provision of advice and support to Afghan institutions on regional cooperation issues and contribution to the agenda; facilitation and chairing of a forum on regional cooperation, including through the Istanbul Process**

External factors

37. The Mission is expected to achieve its objectives and expected accomplishments on the assumption that: (a) stakeholders maintain the necessary political and financial support, taking into account that the coordination of political and military strategies and the engagement of regional neighbours are essential elements for an environment conducive to peace and stability; (b) the Government demonstrates the political will to improve governance and reduce corruption; (c) tensions among the legislative, judicial and executive branches and between subnational and central government agencies do not negatively affect the electoral reform process; and (d) stakeholders agree on an all-inclusive political process and reconciliation programme.

Expected accomplishments	**Indicators of achievement**
(b) Progress towards reform of the Afghanistan security sector and the rule of law	**(b) (i) Improved accountability and responsiveness of the national police to communities, particularly the provision of access to justice for women and children** ***Performance measures*** **Issuance of strategies and plans for community policing led by the Ministry of the Interior** **Actual 2013: The Minister of the Interior's 10-year vision for the national police and the Ministry of the Interior was developed with technical advice from UNAMA, with emphasis on community-focused policing approaches** **Estimate 2014: A two-year community policing action plan is developed jointly by the Ministry of the Interior and an international community working group. UNAMA advocates for the implementation of practical steps in the plan to increase police engagement with communities and improve confidence and trust in policing**

Target 2015: Community consultation will be institutionalized in 19 districts and safety outreach programmes undertaken in another 19 districts. Programmes on community consultation and safety outreach will be included in the Afghan National Police training curriculum and staff will be trained to deliver the programmes

Establishment of systems and mechanisms to institutionalize police-community partnerships with an emphasis on the role of women police

Actual 2013: Awareness of the value of policewomen improved within the Ministry of the Interior. A working group to share issues of concern was established and the Ministry developed its gender strategy. Basic training for policewomen, including literacy training, was improved. Four policewomen's councils were established

Estimate 2014: The gender action plan of the Ministry of the Interior is formulated. The Ministry's policy on policewomen's councils and empowering women police is formalized and a code of conduct for the councils is approved. The capacity of the family response unit is enhanced by training support. Six policewomen's councils are established

Target 2015: Guidance will be provided for the development of manuals to assist the expansion of the policewomen's councils to all 34 provinces and the establishment of a national council. The family response unit will be strengthened by mentoring and formulation of standard operating procedures. Advice will be provided for formalization of the complaints mechanism of the Ministry of the Interior to protect policewomen. Public awareness of the roles of policewomen will be promoted through community engagement

(ii) Adoption of laws and other legal instruments

Performance measures

Actual 2013: The criminal procedure code was approved by the National Assembly and enacted; revision of the penal code continued; in October

2013, the law on the jurisdiction and structure of the Attorney-General's office was enacted

Estimate 2014: Continued revision and consolidation of the penal code by the criminal law reform working group results in finalization of 350 articles; criminal procedure code guidelines are prepared; the revised prison law is prepared for review and submission to the National Assembly

Target 2015: The penal code will be submitted to the National Assembly; the criminal procedure code guidelines will be approved; the National Assembly will pass the land management law, expropriation law, chamber of commerce law, prison law and amendments to the access to information law; the Council of Ministers will approve the policy on usurped land recovery and restitution; the private investment policy will be implemented incrementally

(iii) Improved coordination of the justice sector

Performance measures

Actual 2013: The national priority programme entitled "Law and justice for all" was endorsed by the Joint Coordination and Monitoring Board. The provincial justice coordination meeting forum was operational in 30 provinces with support from UNAMA

Estimate 2014: The provincial justice coordination meeting forum is operational in 32 provinces with support from UNAMA. The UNAMA report on land usurpation is issued, reviewing the legal framework for land administration and providing recommendations to justice sector stakeholders on how to improve the existing legal framework. UNAMA advocates in support of the report's findings and initiatives led by the Afghanistan Land Authority

Target 2015: The provincial justice coordination meeting forum will be operational in 34 provinces with support from UNAMA. UNAMA will issue two thematic reports on land usurpation and the State land distribution system, prepared in consultation with justice sector stakeholders to improve coordination and implementation of land-related policies and laws

(iv) Improved conditions in Afghan detention facilities and correction centres

Performance measures

Implementation of case management process commences in all prisons and detention centres

Actual 2013: The case management process covering all remaining provincial prisons was improved. The plan to implement 173 operational directives in all prisons detention centres was approved

Estimate 2014: Improved practices in case management reduce arbitrary detentions throughout the country. 126 operational directives are piloted and rolled out to all prisons and detention centres. The 2009 prison health services package is reviewed to accommodate all detainees and a memorandum of understanding between the Ministry of Public Health and the Ministry of the Interior is prepared to improve service delivery

Target 2015: Sustained implementation of the 126 operational directives will be realized in all prisons and detention centres. The remaining 47 operational directives and their implementation countrywide will be reassessed. A memorandum of understanding between the Ministry of Public Health and the Ministry of the Interior will be implemented to ensure delivery of basic health services to all detainees

Outputs

- As co-chair of the justice sector board of donors, facilitate discussion and coordination with key international stakeholders to provide sustainable support for justice sector initiatives
- Provision of advice and assistance to the Government's justice institutions at the provincial and central levels to enhance coordination with and ensure the identification and mobilization of resources for the appropriate institutions and/or ministries in respect of the implementation of the national priority programme entitled "Law and justice for all"
- Provision of support to the Ministry of the Interior and the Ministry of Justice, including technical working groups consisting of national police and justice sector officials and international partners, including the United Nations system, at the central and provincial levels to enhance coordination and coherence
- Provision of support for and the coordination of prison reform and rehabilitation activities, including the management of prisons, among the Government of Afghanistan, the United Nations and international partners

- Provision of support to and coordination of efforts of the Afghanistan Land Authority, the Ministry of Justice, the Ministry of Commerce, the Ministry of Urban Affairs and other relevant ministries in developing a policy to address land usurpation recovery and restitution
- Provision of support to and coordination of efforts of relevant stakeholders in support of development and passage of land-related and business environment legislation and oversight mechanisms, including land management law, expropriation law, amendments to the access to information law and the legislative action plan of the Ministry of Commerce for Afghanistan's accession to the World Trade Organization

External factors

38. The Mission is expected to achieve its objectives and expected accomplishments on the assumption that: (a) Government and donor contributions to both criminal and civil areas of the justice sector continue; (b) Parliament has the capacity to review legal documents in order to determine the ability of the Government to adhere to the legislative calendar and implement the necessary legislation; (c) the quantity and quality of tertiary legal education are enhanced to increase the capacity of the justice sector; and (d) a national programme continues to be supported as a central vehicle to drive reform within judicial institutions, supported by strong donor support for the re-establishment of the rule of law.

Expected accomplishments	Indicators of achievement
(c) Increased respect for human rights in Afghanistan	(c) (i) Strengthened efforts to combat violence against women *Performance measures* Increased implementation of the elimination of violence against women law Actual 2013: The issuance of the UNAMA report on the implementation of the elimination violence against women law in December 2013, along with continued advocacy and outreach activities, increased the visibility and understanding of the law among religious leaders, civil society and law enforcement officials. The report focused on 16 provinces and found that, while registration of reported incidents increased by 28 per cent, use of the law as a basis for indictment increased by only 2 per cent. This indicated continued underreporting, lack of investigation into most incidents and recourse to mediation, which frequently failed to protect women's rights. The report contained 71 recommendations to the Government on how to address issues identified in the use of the law, of which 24 were assessed as fully or partially implemented

Estimate 2014: UNAMA monitoring, reporting and advocacy activities, including through a follow-up public report on the progress of the implementation of the elimination of violence against women law, strengthen its implementation and reduce harmful practices. UNAMA undertakes detailed assessments of cases to develop practical steps to guide discussion with law enforcement officials to support the implementation of the law. UNAMA conducts 42 training and awareness-raising activities to increase understanding by religious leaders, civil society and law enforcement officials of the law. Another five recommendations contained in the report are implemented. Technical assistance is provided to support the Government's reporting on implementation of the law to meet commitments under the Tokyo Mutual Accountability Framework

Target 2015: UNAMA reporting and advocacy, including the publication of a report on women's rights, will focus on promoting the full implementation of the elimination of violence against women law and related regulations and mechanisms, which will reduce harmful practices. There will be strengthened implementation of the law through increased use of its provisions and accountability with respect to cases involving violence against women, resulting in the implementation of at least 10 recommendations of the UNAMA report

Increased capacity of the Government and civil society to support gender mainstreaming in national policies and programmes

Actual 2013: Advocacy activities related to women and peace and security centred on promoting inclusiveness of the electoral process. UNAMA supported dialogue with the national authorities to address challenges to women's full inclusion in the electoral process raised by civil society groups, including the location of polling stations, insufficient female polling and security staff and low awareness among women about the elections. UNAMA, working with civil society partners, launched 14 interactive events and panel discussions across the country to support women's participation in the elections and provide space for public debate on gender issues

Estimate 2014: UNAMA continues advocacy efforts with the national authorities concerning women's inclusion in the electoral process. In total, 296 women contest provincial council seats and 13,690 female searchers are appointed to facilitate women's voting. UNAMA conducts outreach activities among communities at the provincial level to support women's participation in elections. Following the elections, a series of open days is held across the country in conjunction with women's civil society groups to develop recommendations for the new Administration to bolster women's inclusion in the Government and future peace processes. At the request of the new Administration, policy options are provided on steps to prohibit sexual harassment in public life

Target 2015: UNAMA will continue to advocate for decision-making positions for women in the new national unity Government. UNAMA will work with civil society to develop lessons learned from the 2014 elections in order to further improve women's participation and inclusion of gender issues in the planned parliamentary elections. The Government will be assisted in the preparation, implementation, coordination and monitoring of plans for gender-related aspects of its reform agenda as articulated at the London Conference

(ii) Improved respect for international human rights and humanitarian laws ensuring the protection of civilians in armed conflict

Performance measures

Actual 2013: The Mission's advocacy and reporting activities, including over 50 consultations with community and civil society representatives and the issuance of two reports on the protection of civilians in armed conflict, led to ISAF establishing procedures to support the marking and clearance of military installations, including high-explosive firing ranges, and the Government continuing the tracking of civilian casualties through the civilian casualties tracking cell in the Presidential Information Coordination Centre. UNAMA advocacy contributed to a recorded 39 per cent decrease in civilian casualties from pressureplated improvised explosive devices in 2013 compared to 2012

Estimate 2014: The Mission's monitoring, reporting and advocacy efforts contribute to increased awareness of all parties to the conflict regarding their legal obligation to minimize and prevent civilian casualties, including through over 50 consultations with community and civil society representatives and issuance of two public reports on the protection of civilians in armed conflict. ISAF directives on explosive remnants of war clearance meet obligations under international humanitarian law, with substantial progress made in clearance of ranges. Incidents of civilian casualties caused by all parties to the conflict, including during the elections, are documented and investigated. The Taliban increasingly express their explicit commitment to protecting civilians

Target 2015: UNAMA monitoring and advocacy efforts, including over 50 consultations with community and civil society representatives and the issuance of two public reports on the protection of civilians and other bilateral advocacy efforts, will lead to sustained or increased resources being dedicated to the protection of civilians from the armed conflict through means including the counter-improvised explosive device capability and structures of the Afghan National Security Forces, which mitigate and document civilian casualties; effective implementation by NATO and the national security forces of directives regarding the clearance of explosive remnants of war; and revision of codes of conduct and directives to increase compliance with international humanitarian law by the Taliban

(iii) Improved respect for the human rights of conflict-related detainees

Performance measures

Actual 2013: UNAMA issued a second report on the treatment of conflict-related detainees in Afghan custody. The President established a fact-finding delegation to investigate detention issues, which reported that it had found the existence of torture and ill-treatment of detainees. This led to the issuance of a presidential decree requiring authorities to investigate allegations of torture, prosecute alleged perpetrators, release detainees and prisoners in arbitrary detention and increase access of detainees to defence lawyers and medical personnel. The National Directorate of Security issued an order granting human rights organizations, including UNAMA and the Afghanistan Independent Human Rights Commission, unfettered access to all detention facilities, including unannounced visits. UNAMA continued to support training initiatives led by the Government and international counterparts

Estimate 2014: Monitoring, documentation, reporting and advocacy efforts continue, including support for Government efforts to implement the presidential decree on detentions and monitoring of the implementation of the order by the National Directorate of Security granting UNAMA and the Afghanistan Independent Human Rights Commission unfettered access to all detention facilities, including unannounced visits. UNAMA continues to support training initiatives led by the Government and international counterparts. UNAMA advocates for the creation of a national preventive mechanism to address torture and ill-treatment, in line with international best practice to increase human rights protections

Target 2015: Monitoring, reporting and advocacy efforts, including through issuance of one public report on the treatment of conflict-related detainees, will support Afghan institutions in increasing accountability and strengthen human rights protections of detainees. UNAMA will continue to monitor and support Government efforts to implement the presidential decree on detentions and any other remedial measures the Government puts in place to address torture and ill-treatment on arrest and in detention. UNAMA will continue to advocate for the creation of a national preventive mechanism

(iv) Strengthened efforts to address transitional justice and impunity

Performance measures

Actual 2013: UNAMA supported the civil society steering committee of the Afghan People's

Dialogue on Peace initiative in launching the second phase of the dialogue. UNAMA helped to facilitate 189 focus group discussions and interviews with 4,648 Afghans, with a focus on including often marginalized groups such as women, youth and those from rural areas. The second phase of this rights-based peacebuilding initiative gave Afghan citizens the chance to identify the drivers of conflict in their local area and their links to human rights abuses, and propose solutions for achieving sustainable peace. These insights were fed into the development of local road maps for peace in their provinces

Estimate 2014: UNAMA continues to support the civil society steering committee of the Afghan People's Dialogue on Peace in reviewing the findings of the focus groups conducted and prepares its report and related advocacy strategy. The findings of the process lead to the development of 34 local road maps for peace and a 10-point national roadmap to inform policy development at the provincial and national levels

Target 2015: UNAMA will continue to advocate for the promotion of an inclusive, rights-based, just and accountable peace process by supporting the advocacy efforts of Afghan civil society and the Afghanistan Independent Human Rights Commission. The focus will be on advocacy for the recommendations and findings of all 34 local road maps for peace and the national-level findings. UNAMA will also strengthen monitoring and advocacy on peacebuilding initiatives and efforts aimed at preventing impunity and blanket amnesty for human rights violations. UNAMA will promote the participation of marginalized groups in the peace processes

(v) Adoption of instruments and establishment of mechanisms to protect children affected by armed conflict, in line with Security Council resolutions 1612 (2005) and 1882 (2009)

Performance measures

Actual 2013: The Government's interministerial steering committee and technical working group on children and armed conflict continued to implement the action plan on the prevention of underage recruitment and agreed to develop a national road map to expedite the plan. UNAMA also supported a high-level training workshop for the members of the technical working group. UNAMA advocacy resulted in the Ministry of the Interior strengthening its internal controls to prevent underage recruitment, including in the Afghan local police. As co-chair of the country task force on monitoring and reporting, UNAMA supported investigations, documentation and reporting on children and armed conflict

Estimate 2014: The Government's interministerial steering committee and technical working group on children and armed conflict continues to implement the action plan on the prevention of underage recruitment with the support of the United Nations. A 15-point road map towards compliance is endorsed by the committee. Related progress includes the approval by the lower house of the National Assembly of legislation criminalizing underage recruitment and the use of child soldiers. UNAMA launches a booklet on the obligations of all parties to the armed conflict to respect and promote the rights of children, which is supported by over 50 workshops with stakeholders and the distribution of 7,700 copies of the booklet. As co-chair of the country task force on monitoring and reporting, UNAMA supports and coordinates investigations, documentation and reporting on grave child rights violations

Target 2015: The Government's interministerial steering committee on children and armed conflict will continue to make progress in implementing the action plan and agreed road map with technical assistance and guidance from UNAMA. The upper house of the National Assembly and the President will approve legislation criminalizing underage recruitment and the use of child soldiers. Focused countrywide monitoring and reporting on grave child rights violations and use of the comprehensive global guidance note on attacks against schools and hospitals will inform UNAMA advocacy with interlocutors to increase child protection

Outputs

- Strengthening of human rights protections through targeted fact-finding/documentation, reporting, advocacy and engagement in strategic partnerships and private and public dialogue with Government, military, international and civil society actors, communities and people across Afghanistan in five priority areas: protection of civilians; child protection; women's rights; treatment of conflict-related detainees; and support to the Afghanistan Independent Human Rights Commission
- Provision of technical advice to the Government of Afghanistan on the inclusion of human rights principles, accountability and inclusiveness in all peace and reconciliation processes, in line with Security Council resolution 1325 (2000)
- Facilitation and provision of technical advice to civil society organizations to ensure the participation and representation of civil society and traditionally marginalized groups, including victims and women, in governance, peace and political processes in Afghanistan
- Monitoring and provision of advice to the Government of Afghanistan on the implementation of the action plan on children and armed conflict, including the provision of training to strengthen the mechanism for monitoring and reporting on violations of children's rights
- Continued technical support to State institutions and the Afghan National Security Forces on human rights issues, particularly the promotion of accountability, which is relevant to all the thematic priorities

External factors

39. The Mission is expected to achieve its objectives and expected accomplishments on the assumption that: (a) an increase in the insurgency's activities does not result in an increased number of human rights abuses; (b) the scaling down of the international military presence does not lead to significantly increased insecurity; (c) the new Government demonstrates the willingness and the capacity to conduct investigations and promote accountability on human rights abuses, which are essential in bringing forward the human rights agenda; (d) there is political support for transitional justice issues; and (e) political and financial support is provided to the human rights agenda.

Expected accomplishments	**Indicators of achievement**
(d) Increased effectiveness of development and humanitarian assistance to Afghanistan and improvement of Afghan institutions, with a focus on subnational government structures	(d) (i) Increased effectiveness of the United Nations Development Assistance Framework and strengthened integration and coherence throughout the United Nations system with a focus on alignment with government development priorities *Performance measures* Actual 2013: The common country assessment was completed. Progress continued on framing the next United Nations Development Assistance Framework (2015-2019), including identification of five priority areas

Estimate 2014: The United Nations Development Assistance Framework for the period 2015-2019 is finalized by the United Nations and endorsed in principle by the outgoing Government. Key elements of the United Nations coherence strategy, including development of integrated annual work plans, are incorporated into the Framework

Target 2015: The review of the United Nations Development Assistance Framework for 2015-2019 with the new Government will be completed. The Government/United Nations steering committee to guide the work the United Nations within the Framework in 2015 will be initiated. The evaluation of the current Framework will be completed and the results used to guide discussions with the Government and donors

(ii) Extension of national programmes to provinces

Performance measures

Actual 2013: Public administration reform to implement a pay and grading system was completed in offices of provincial and district governors and in line ministries in all 34 provinces. Further, 70 per cent of the public administration reform process was implemented in 11 pilot provincial municipalities. A joint report on the progress of national priority programmes was issued with the Ministry of Economy. UNAMA conducted 15 provincial-level workshops for Government and civil society on extension of national priority programmes to the provinces

Estimate 2014: approximately 80 per cent of the public administration reform on pay and grading is implemented in 22 provincial municipalities. UNAMA supports local authorities and civil society through three provincial-level workshops on extension of national programmes to the provinces and 23 workshops on coherent governance and service delivery at provincial and district levels

Target 2015: The second phase of the public administration reform, addressing 22 provincial municipalities, will be fully implemented.

UNAMA will continue to support and facilitate the implementation of municipality reforms by coordinating donors' technical and financial support to the process through the subnational governance and reform capacity-building coordination forum. UNAMA will continue to support local authorities and civil society through 30 workshops on coherent governance and service delivery at provincial and district levels

(iii) Improved ability of the Government of Afghanistan to identify and implement anti-corruption measures

Performance measures

Actual 2013: The national priority programme on efficient governance was endorsed by the Joint Coordination and Monitoring Board. The national priority programme on transparency and accountability was not endorsed. Anti-corruption measures were included in the Tokyo Mutual Accountability Framework indicators covering asset registration. UNAMA, through its support to the Ministry of Finance, provided technical assistance to the High Office of Oversight in improving the process of registration, verification and publication of assets of senior officials

Estimate 2014: The national priority programme on transparency and accountability is not endorsed. The second phase of the public administration reform is initiated. An action plan to help the provincial councils strengthen their role in and contribution to subnational governance mechanisms is developed by the Independent Directorate of Local Governance with technical support from UNAMA

Target 2015: Technical assistance will be provided to the Government for the preparation, implementation, coordination and monitoring of plans for anti-corruption measures as articulated in reform agenda at the London Conference. UNAMA will continue the provision of technical assistance to provincial councils and civil society to strengthen the implementation and transparency of subnational oversight mechanisms

(iv) Establishment and implementation of mechanisms to promote a more accountable and effective civil service, including at the subnational level

Performance measures

Number of civil servants with Afghan Civil Service Institute core competency training

Actual 2013: 2,375

Estimate 2014: 2,975

Target 2015: 2,580

Establishment of district coordination councils in accordance with the national policy for improving governance and development in districts and villages

Actual 2013: Policy and operation guidelines for the district coordination councils were finalized

Estimate 2014: The establishment of 195 district coordination councils is postponed

Target 2015: A policy decision will be taken on the establishment of the initial 195 district coordination councils

Number of deputy provincial governors and district governors recruited through the merit-based appointment process

Actual 2013: 2 deputy provincial governors and 90 district governors were recruited through the merit-based appointment process

Estimate 2014: 85 district governors are recruited through the merit-based appointment process

Target 2015: 80 district governors will be recruited through the merit-based appointment process

Outputs

- **Provision of support to the Ministry of Finance in the issuance of financial review reports on a regular basis and in the implementation of its provincial budgeting initiatives**
- **Provision of coordination services to international donors and development stakeholders on the alignment of their activities with the Afghanistan national development strategy, the national priority programme and provincial development plan priorities and processes**

- Provision of technical assistance to provincial development committees and provincial councils, governors and line ministries on the implementation and monitoring of provincial development plans and public information reform
- Coordination of capacity-building programmes for subnational authorities to plan, implement and monitor development activities at the provincial level

External factors

40. The Mission is expected to achieve its objectives and expected accomplishments on the assumption that: (a) stakeholders maintain the necessary political and financial commitments, including those articulated within the Tokyo Mutual Accountability Framework; (b) the security situation in each region of the country remains conducive to an increased emphasis on implementation at the subnational level; (c) natural disasters do not adversely affect reconstruction activities; (d) donors provide financial support for United Nations programming and related coherence initiatives.

Expected accomplishments	**Indicators of achievement**
(e) Enhanced implementation of the Afghanistan national development strategy benchmarks, London, Kabul and Tokyo Conference commitments and national priority programmes	(e) (i) Strengthened collaboration between the Government of Afghanistan and the international community in determining and implementing priorities through the Joint Coordination and Monitoring Board, including support for the implementation of national priorities as part of the Kabul process *Performance measures* Actual 2013: Five national priority programmes were endorsed; one Board meeting and four meetings of the standing committees were held; one senior officials' meeting reviewed the Tokyo Mutual Accountability Framework and assessed progress on implementation of the associated deliverables Estimate 2014: Two Board meetings are held; UNAMA supports discussions with stakeholders on the Tokyo Mutual Accountability Framework lessons learned exercise; UNAMA facilitates policy dialogue on the formulation of the government reform programme entitled "Realizing self-reliance: commitments to reform and renewed partnership", presented to the Joint Coordination and Monitoring Board and the London Ministerial Conference Target 2015: The update of the Tokyo Mutual Accountability Framework will be completed. Support will be provided for streamlined national

priority programme development and review of the related coordination mechanisms, including the sectoral development clusters, to enhance implementation of national development plans

(ii) Strengthened government capacity to conduct effective donor coordination and increased ability to manage, evaluate and monitor aid effectiveness at the national and subnational levels

Performance measures

Actual 2013: The aid management policy was endorsed by the Joint Coordination and Monitoring Board; support was provided to the Ministry of Finance to facilitate donor engagement and coherence in respect of the implementation of the aid management policy, including improved data collection for the donor assistance database and development cooperation dialogues

Estimate 2014: Support is extended to continued dialogue on development policy to build consensus on the alignment of aid portfolios with the aid management policy and national priority programmes; the review of donor coordination structures to support government ownership of aid delivery is completed; participants at the London Conference reaffirm commitments to aid effectiveness principles and modalities

Target 2015: Progressive alignment of development assistance with government priorities will be pursued, including assessment of options for integrating "new deal" principles of aid effectiveness to support the implementation of the aid management policy

(iii) Establishment of a fully functional monitoring and evaluation framework for the implementation of government priorities

Performance measures

Actual 2013: Three technical groups were established on planning, including on national priority programme implementation, to reinforce the review process undertaken at the senior officials' meeting on the Tokyo Mutual Accountability Framework

Estimate 2014: Support is extended to ongoing donor coordination mechanisms between the Government and international partners, including the "5+3" donor forum and development framework agreements. Support is provided for the initial policy dialogue to guide the updating of the Tokyo Mutual Accountability Framework to support development of Government priorities for the transformation decade. To promote accountability, civil society is included in the national development dialogue and in the London Conference

Target 2015: Finalization of the Government reform action plan will lead to an accompanied review of aid portfolios and identification of phased development priorities in line with overall priorities of the transformation decade. To promote accountability, civil society will be included in the national development dialogue and in the senior officials' meeting on the Tokyo Mutual Accountability Framework

Outputs

- Facilitation by the co-chairs of the Joint Coordination and Monitoring Board of regular consultations between the Government of Afghanistan and the international community; provision of support and technical assistance to the Board secretariat
- Provision of strategic advice and good offices to national and regional authorities and key stakeholders to support the implementation of national priority programmes and commitments undertaken at the Tokyo Conference
- Monitoring of progress on the implementation of national priority programmes at the national and subnational levels; public information and outreach on the implementation of programmes; support for policy-building and provincial budget linkages at the national and subnational levels
- Support for government efforts to focus economic development and job creation through economic development programmes
- Provision of advice and technical assistance for the formulation of provincial development plans and alignment with national priority programmes
- Facilitation of better coordination and relationships among the Ministry of Finance, the Ministry of Economy and the Independent Directorate for Local Governance for national and subnational budgeting and monitoring of development programmes

External factors

41. The Mission is expected to achieve its objectives and expected accomplishments on the assumption that: (a) all stakeholders continue to provide the necessary political and financial commitment towards meeting the goals of the Afghanistan national development strategy and the benchmarks of the Kabul,

London and Tokyo Conferences; and (b) major political disruptions, natural disasters or any other national emergency situation do not impair the implementation of the national development strategy, national priority programmes, the Tokyo Mutual Accountability Framework or the aid management policy.

Monitoring and evaluation

42. In addition to the presentation of information about the Mission's expected accomplishments and performance, such as that provided herein, a number of monitoring, evaluation and related reporting mechanisms are in place. The quarterly reports submitted by the Secretary-General to the Security Council remain the Mission's main tool for providing regular updates on the progress towards and accomplishment of its performance targets. Furthermore, the Mission contributes to a number of other United Nations system reporting mechanisms, including those of the integrated strategy framework and the Convention on the Elimination of All Forms of Discrimination against Women.

III. Resource requirements

A. Total resource requirements

43. The proposed resource requirements for UNAMA for the period from 1 January to 31 December 2015 are estimated at $187,972,000 (net of staff assessment), reflecting a net decrease of $3,392,500, or 1.8 per cent, compared with the resources approved for the Mission for 2014, as described in tables 1 and 12. Tables 2 and 3 provide details concerning staffing requirements.

Table 1

Total resource requirements (net of staff assessment)

(Thousands of United States dollars)

	1 January to 31 December 2014			*Requirements for 2015*			*Variance analysis 2014-2015*
	Appropriation	*Expenditure*	*Variance*	*Total*	*Net*	*Non-recurrent*	*Variance*
Category	*(1)*	*(2)*	*(3)=(1)-(2)*	*(4)*	*(5)=(4)-(3)*	*(6)*	*(7)=(4)-(1)*
Military and police personnel costs	971.4	677.9	293.5	971.4	677.9	–	–
Civilian personnel costs	113 920.0	115 376.9	(1 456.9)	117 799.8	119 256.7	–	3 879.8
Operational costs	76 473.1	65 576.0	10 897.1	69 200.8	58 303.7	2 063.7	(7 272.3)
Total	**191 364.5**	**181 630.8**	**9 733.7**	**187 972.0**	**178 238.3**	**2 063.7**	**(3 392.5)**

44. The net variance between the appropriations for 2014 and the requirements for 2015 mainly reflects decreased resources for operational costs, principally in the form of decreased requirements to cover aviation costs because of reduced flying hours, fewer aircraft rentals and lower fuel costs, offset in part by proposed resource increases for civilian personnel costs, mainly relating to increased salary scales for national staff in 2014 and increased common staff costs for international staff.

45. The unencumbered balance of $9,733,700 in 2014 relates to lower than anticipated expenditures under military and police personnel and operational costs, mainly owing to decreased requirements to cover aviation costs caused by reduced flying hours, fewer aircraft rentals and lower fuel costs for aircraft, vehicles and generators, offset in part by an overrun under civilian personnel costs owing to proposed resource increases to cover civilian personnel costs, mainly relating to increased salary scales for national staff.

B. Staffing requirements

Table 2
Overall staffing requirements

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014	1	2	3	6	28	80	80	26	**226**	175	–	**401**	187	1 022	80	**1 690**
Proposed 2015	1	2	1	8	28	80	83	25	**228**	170	1	**399**	186	1 016	79	**1 680**
Change	**–**	**–**	**(2)**	**2**	**–**	**–**	**3**	**(1)**	**2**	**(5)**	**1**	**(2)**	**(1)**	**(6)**	**(1)**	**(10)**

Proposed overall staffing requirements

46. The total proposed staffing for UNAMA for the period from 1 January to 31 December 2015 is 1,680 positions, as shown in table 2 above, and would include 399 international positions (228 Professional, 170 Field Service and 1 General Service (Other level)), 1,202 national positions (186 National Professional Officer and 1,016 Local level) and 79 United Nations Volunteers. Table 3 below provides details regarding approved and proposed positions by location.

47. In line with the Mission's proposed organizational and resource changes, as described in paragraphs 25 and 26 above, a number of staff movements are proposed for 2015, as described in the paragraphs below. It is anticipated that the proposed staff movements described below would have no negative impact on the programme delivery of the respective organizational units.

Proposed abolishment of approved positions

48. It is proposed that 16 positions be abolished, as set out in table 4 and comprising 8 international positions (1 D-2, 1 P-4, 1 P-3, 1 P-2 and 4 Field Service), 7 national positions (1 National Professional Officer and 6 Local level), and 1 United Nations Volunteer.

Proposed redeployment of approved positions

49. It is proposed that 13 positions be redeployed among several Mission locations throughout Afghanistan and in the Kuwait Office, as indicated in table 5, comprising 10 international positions (8 Professional and 2 Field Service) and 3 national positions (2 National Professional Officer and 1 Local level).

Proposed reclassification of approved positions

50. It is proposed that five international positions be reclassified, as shown in table 6:

(a) One position of Director, Political Affairs Division (D-2) to the D-1 level in the Political Affairs Division;

(b) Two positions of Civil Affairs Officer (P-4) to the P-3 level in the Civil Affairs Section and in the Kabul regional office (central region);

(c) One Field Service position of Chief, Air Safety to the P-3 level in the Air Safety Unit;

(d) One position of Chief Civilian Personnel Officer (P-5) to the P-4 level in the Human Resources Section.

Proposed establishment of additional positions

51. It is proposed that six additional positions (1 D-1, 1 P-5, 2 P-4, 1 P-3 and 1 General Service (Other level)) be established in the Middle East and West Asia Division of the Department of Political Affairs to backstop UNAMA, as shown in table 7. The proposed positions will carry out duties at Headquarters in New York.

Proposed staffing levels for offices in Kabul

52. The total proposed staffing for the UNAMA offices located in Kabul is 839 positions, as indicated in table 3, and would include 232 international staff positions (123 Professional and 109 Field Service), 547 national staff positions (70 National Professional Officer and 477 Local level) and 60 United Nations Volunteers.

Proposed staffing levels for field, support and liaison offices

53. The total proposed staffing for the Mission's seven regional offices, six provincial offices, one support office and two liaison offices is 835 positions, as shown in table 3, and would include:

(a) 543 positions deployed to seven regions (65 Professional, 32 Field Service, 97 National Professional Officer, 335 Local level and 14 United Nations Volunteer);

(b) 216 positions deployed to six provinces (17 Professional, 7 Field Service, 17 National Professional Officer, 170 Local level and 5 United Nations Volunteer);

(c) 68 positions deployed to the UNAMA Support Office in Kuwait (15 Professional, 22 Field Service and 31 Local level);

(d) 8 positions deployed to liaison offices in Islamabad and Tehran (3 Professional, 2 National Professional Officer and 3 Local level).

Vacancy rates

54. The following annual average vacancy rates are proposed as part of the estimates for salaries and related staff costs for 2015: 5 per cent for military personnel; 30 per cent for United Nations police; 12 per cent for international staff; 6 per cent for National Professional Officers and 4 per cent for Local level staff; 11 per cent for United Nations Volunteers.

55. The actual deployment of military personnel, United Nations police and all other Mission staff in 2014 resulted in the following annual average vacancy rates: less than 1 per cent for military personnel; 60 per cent for United Nations police; 16 per cent for international staff; 6 per cent for National Professional Officers and 4 per cent for Local level staff; 18 per cent for United Nations Volunteers.

Table 3

Staffing requirements by location

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field/ Security Service*	*General Service*	***Total inter-national***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014																
Headquarters																
Kabul	1	2	3	5	19	43	38	12	**123**	111	–	**234**	69	481	61	**845**
Islamabad	–	–	–	–	1	–	1	–	**2**	–	–	**2**	1	2	–	**5**
Tehran	–	–	–	–	–	1	–	–	**1**	–	–	**1**	1	1	–	**3**
Regional and provincial offices																
Kabul	–	–	–	–	1	3	3	1	**8**	4	–	**12**	13	38	1	**64**
Kandahar	–	–	–	1	–	2	3	1	**7**	6	–	**13**	14	51	1	**79**
Herat	–	–	–	–	1	4	5	–	**10**	6	–	**16**	14	46	3	**79**
Farah	–	–	–	–	–	1	1	1	**3**	1	–	**4**	3	28	1	**36**
Balkh (Mazar-e-Sharif)	–	–	–	–	1	5	4	–	**10**	4	–	**14**	14	54	2	**84**
Faryab	–	–	–	–	–	1	1	–	**2**	1	–	**3**	3	30	1	**37**
Jawzjan (Shiberghan)	–	–	–	–	–	1	1	1	**3**	1	–	**4**	2	23	–	**29**
Nangarhar (Jalalabad)	–	–	–	–	1	4	5	2	**12**	5	–	**17**	16	52	2	**87**
Kunduz	–	–	–	–	1	4	3	1	**9**	4	–	**13**	14	49	3	**79**
Badakhshan (Fayz Abad)	–	–	–	–	–	1	2	–	**3**	1	–	**4**	2	28	–	**34**
Baghlan (Pul-e-Khumri)	–	–	–	–	–	1	1	1	**3**	1	–	**4**	3	30	–	**37**
Bamyan	–	–	–	–	–	1	1	1	**3**	2	–	**5**	4	31	3	**43**
Paktya (Gardez)	–	–	–	–	1	4	2	2	**9**	3	–	**12**	13	47	2	**74**
Kuwait Office	–	–	–	–	2	4	9	3	**18**	25	–	**43**	1	31	–	**75**
Total 2014	**1**	**2**	**3**	**6**	**28**	**80**	**80**	**26**	**226**	**175**	**–**	**401**	**187**	**1 022**	**80**	**1 690**
Proposed 2015																
Headquarters																
Kabul	1	2	1	7	17	43	40	12	**123**	109	–	**232**	70	477	60	**839**
Islamabad	–	–	–	–	1	–	1	–	**2**	–	–	**2**	1	2	–	**5**
Tehran	–	–	–	–	–	1	–	–	**1**	–	–	**1**	1	1	–	**3**
Regional and provincial offices																
Kabul	–	–	–	–	1	2	4	1	**8**	4	–	**12**	13	38	1	**64**
Kandahar	–	–	–	–	1	2	3	1	**7**	6	–	**13**	14	50	1	**78**

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field/ Security Service*	*General Service*	***Total inter- national***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Herat	–	–	–	–	1	4	5	–	**10**	6	–	**16**	14	46	3	**79**
Farah	–	–	–	–	–	1	1	1	**3**	1	–	**4**	3	28	1	**36**
Balkh (Mazar-e-Sharif)	–	–	–	–	1	5	4	–	**10**	4	–	**14**	14	54	2	**84**
Faryab	–	–	–	–	–	1	1	–	**2**	1	–	**3**	3	30	1	**37**
Jawzjan (Shiberghan)	–	–	–	–	–	1	1	1	**3**	1	–	**4**	2	23	–	**29**
Nangarhar (Jalalabad)	–	–	–	–	1	4	5	2	**12**	5	–	**17**	15	52	2	**86**
Kunduz	–	–	–	–	1	4	3	1	**9**	4	–	**13**	14	49	3	**79**
Badakhshan	–	–	–	–	–	1	2	–	**3**	1	–	**4**	2	28	–	**34**
Baghlan	–	–	–	–	–	1	1	1	**3**	1	–	**4**	3	30	–	**37**
Paktya (Gardez)	–	–	–	–	1	4	2	2	**9**	3	–	**12**	13	46	2	**73**
Bamyan	–	–	–	–	–	1	1	1	**3**	2	–	**5**	4	31	3	**43**
Kuwait Office	–	–	–	–	2	3	8	2	**15**	22	–	**37**	–	31	–	**68**
New York (Department of Political Affairs)	–	–	–	1	1	2	1	–	**5**	–	1	**6**	–	–	–	**6**
Total 2015	**1**	**2**	**1**	**8**	**28**	**80**	**83**	**25**	**228**	**170**	**1**	**399**	**186**	**1 016**	**79**	**1 680**
Change	**–**	**–**	**(2)**	**2**	**–**	**–**	**3**	**(1)**	**2**	**(5)**	**1**	**(4)**	**(1)**	**(4)**	**(1)**	**(10)**

Table 4

Proposed abolishment of approved positions

International staff: 8 positions

National staff: 7 positions

United Nations Volunteers: 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
Organizational unit/position level	*USG*	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field/ Security Service*	*General Service*	***Total inter- national***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Kabul																
Director of Civil Affairs and Development	–	–	1	–	–	–	–	–	**1**	–	–	**1**	–	–	–	**1**
Engineering Section	–	–	–	–	–	–	–	–	**–**	–	–	**–**	–	1	–	**1**
Communications and Information Technology Section	–	–	–	–	–	–	–	–	**–**	1	–	**1**	–	1	–	**2**
Supply Section	–	–	–	–	–	–	–	–	**–**	1	–	**1**	–	–	–	**1**
Property Management Section	–	–	–	–	–	–	–	–	**–**	–	–	**–**	–	1	–	**1**

	Professional and higher categories									General Service and related categories			National staff			
Organizational unit/position level	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	**Subtotal**	Field/ Security Service	General Service	**Total international**	National Professional Officer	Local level	United Nations Volunteers	**Total**
Geographic Information Section	–	–	–	–	–	–	–	–	–	–	–	–	–	–	1	1
Welfare Unit	–	–	–	–	–	–	–	–	–	–	–	–	–	1	–	1
Regional offices																
Kandahar	–	–	–	–	–	–	–	–	–	–	–	–	–	1	–	1
Nangarhar (Jalalabad)	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1
Paktya (Gardez)	–	–	–	–	–	–	–	–	–	–	–	–	–	1	–	1
Kuwait																
Finance Section	–	–	–	–	–	1	1	1	3	–	–	3	–	–	–	3
Human Resources Section (Travel Unit)	–	–	–	–	–	–	–	–	–	1	–	1	–	–	–	1
Procurement Section	–	–	–	–	–	–	–	–	–	1	–	1	–	–	–	1
Total	–	–	1	–	–	1	1	1	4	4	–	8	1	6	1	16

Table 5

Proposed redeployment of approved positions

International staff: 10 positions

National staff: 3 positions

Position	From	To
1 FS	Human Resources Section (Kuwait Joint Support Office)	Human Resources Section (Kabul)
1 NPO	Conduct and Discipline Unit (Kuwait)	Conduct and Discipline Unit (Kabul)
1 P-3	Director of Civil Affairs and Development	Civil Affairs Section
1 D-1	Kandahar regional office (central region)	
1 P-5	Civil Affairs Section	Kandahar regional office (central region)
1 P-4	Director of Civil Affairs and Development	Direct Office of the Chief of Staff
1 P-3		
1 NPO		
1 D-1	Political Affairs Division	Immediate Office of the Special Representative of the Secretary-General
1 P-4	Civil Affairs Section	Immediate Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) (pillar II)
1 P-3		
1 FS	Director of Civil Affairs and Development	
1 LL		
Total 13		

Abbreviations: FS, Field Service; LL, Local level; NPO, National Professional Officer; UNV, United Nations Volunteer.

Table 6
Proposed reclassification of approved positions

International staff: 5 positions

	Professional and higher categories									*General Service and related categories*			*National staff*			
Organizational unit/position level	*USG*	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field/ Security Service*	*General Service*	***Total inter-national***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Political Affairs Division	–	–	(1)	1	–	–	–	–	–	–	–	–	–	–	–	–
Civil Affairs Section	–	–	–	–	–	(1)	1	–	–	–	–	–	–	–	–	–
Air Safety Unit	–	–	–	–	–	–	1	–	1	(1)	–	–	–	–	–	–
Human Resources Section	–	–	–	–	(1)	1	–	–	–	–	–	–	–	–	–	–
Kabul regional office (central region)	–	–	–	–	–	(1)	1	–	–	–	–	–	–	–	–	–
Total	–	–	(1)	1	(1)	(1)	3	–	1	(1)	–	–	–	–	–	–

Table 7
Proposed establishment of positions

International staff: 6 positions

	Professional and higher categories									*General Service and related categories*			*National staff*			
Organizational unit/position level	*USG*	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field/ Security Service*	*General Service*	***Total inter-national***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
New York (Department of Political Affairs)	–	–	–	1	1	2	1	–	5	–	1	6	–	–	–	6
Total	–	–	–	1	1	2	1	–	5	–	1	6	–	–	–	6

1. Office of the Special Representative of the Secretary-General for Afghanistan

Immediate Office of the Special Representative of the Secretary-General for Afghanistan

International staff: inward redeployment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field/ Security Service*	*General Service*	***Total inter-national***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014	1	–	–	–	1	1	–	–	3	2	–	5	–	2	–	7
Proposed 2015	1	–	–	1	1	1	–	–	4	2	–	6	–	2	–	8
Change	–	–	–	1	–	–	–	–	1	–	–	1	–	–	–	1

56. The immediate Office of the Special Representative of the Secretary-General for Afghanistan will continue to carry out substantive and administrative functions, including providing the Special Representative of the Secretary-General with strategic advice; serving as the liaison with the office of the Chief of Staff, other units reporting directly to the Special Representative and the two pillars of the Mission; and supporting the Special Representative of the Secretary-General in the planning of programmes, arrangement of meetings with high-level international and national officials and scheduling travel and programmes related to the delivery of the UNAMA mandate within and outside the mission area.

57. In line with the Mission's proposed organization and resource changes described in paragraphs 25 and 26 above, it is proposed that one position at the D-1 level be redeployed from the Political Affairs Division to the immediate Office of the Special Representative to carry out duties as Principal Political Affairs Officer (D-1), including coordinating the support to the Special Representative and senior leadership of UNAMA, which will entail drawing upon the relevant areas of expertise across the Mission, including political analysis, human rights and dialogue on humanitarian access. This effort will support the engagement of the leadership in the peace and reconciliation process and will also identify and recommend actions with interlocutors and partners, as well related initiatives through UNAMA field offices, as applicable. The position will also be responsible for overseeing extrabudgetary resources provided by donors to support the Mission's work with the High Peace Council and the implementation of initiatives, including mediation training with interlocutors. In doing so, the position will draw upon the Joint Analysis and Policy Unit to provide the secretariat for the Mission's Salaam Support Group task force, which oversees the management of the aforementioned extrabudgetary funds.

Human Rights Unit

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field/ Security Service*	*General Service*	***Total inter-national***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014	–	–	–	1	3	3	3	–	**10**	1	–	**11**	6	10	2	**29**
Proposed 2015	–	–	–	1	3	3	3	–	**10**	1	–	**11**	6	10	2	**29**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

58. The Human Rights Unit will continue to monitor and report on the human rights situation in Afghanistan and to promote, including advocating for, the protection from and prevention of human rights violations, as renewed in Security Council resolution 2145 (2014). The Unit reports directly to the Special Representative of the Secretary-General and to the United Nations High Commissioner for Human Rights in Geneva. Five priorities derive from the Mission's mandate in the area of human rights, as follows:

(a) Protection of civilians;

(b) Strengthening of human rights in detention situations (treatment of detainees and arbitrary detention);

(c) Strengthening of women's rights and elimination of violence against women and girls, including promoting gender perspectives, in accordance with Security Council resolution 1325 (2000);

(d) Human rights aspects of peace and reconciliation (promoting an inclusive and just peace process);

(e) Adoption of instruments and establishment of mechanisms in order to protect children affected by armed conflict in line with Security Council resolutions 1612 (2005) and 1882 (2009).

59. The Unit has remained actively engaged in the promotion and protection of women's rights in Afghanistan, with particular focus on the elimination of violence against women in line with its mandate, including monitoring, reporting, building capacity of State actors and advocating for women's rights with the Government, Afghan civil society and women's groups, other United Nations agencies, primarily the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), international donors, religious leaders and the Afghan Independent Human Rights Commission. Gender activities include providing advice and technical assistance for the effective implementation of the Mission mandate through the development of policies and programmes that promote gender equality and women's empowerment, including advocacy on the relevant commitments in the Tokyo Mutual Accountability Framework.

60. Through continuous monitoring of developments that affect women's and children's participation in society and the protection of their rights, the Unit provides analysis and advice on strategic interventions as well as timely and precise written and oral briefings to UNAMA leadership. Through regular interactions organized with women's groups and the Mission leadership, the Unit is engaged in enhancing women's participation in peacebuilding activities and promoting their right to raise concerns and to contribute to peace initiatives. The Unit also undertakes oversight of the mandated activities related to child protection, which includes advocacy work on grave child rights violations through its role in the United Nations-led country task force on monitoring and reporting on children and armed conflict, as well as support for the Government's implementation of its action plan on underage recruitment.

Strategic Communications and Spokesperson Unit

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field/ Security Service*	*General Service*	***Total inter-national***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014	–	–	–	1	1	2	3	–	7	1	–	**8**	6	13	–	**27**
Proposed 2015	–	–	–	1	1	2	3	–	7	1	–	**8**	6	13	–	**27**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

61. The Strategic Communications and Spokesperson Unit will continue to support the Mission leadership and the entire United Nations operations in Afghanistan by providing overall strategic advice and guidance to the Mission leadership, substantive sections and United Nations agencies, funds and programmes on a broad and daily basis, particularly in view of the intense and changing security and political environment in which the United Nations operates in Afghanistan. It will also continue to provide high-quality engagement around the clock with both national and international media to ensure that the Mission is a credible interlocutor and that its messages are carried by the media to strategic effect. As a result of its continued production/broadcast partnership with Radio Television Afghanistan and other Afghan radio and television networks, the work of the Unit reaches out to the wider Afghan audience with programmes that promote peace.

62. Through the content and the approach of its public information products, and through partnerships with Afghan communicators and media and civil society organizations, UNAMA publicly demonstrates its respect for Afghan sovereignty, pride, culture and traditions, which increases the credibility of UNAMA and the United Nations as a respectful partner and contributes to the likelihood of better security and operational capacity of United Nations teams.

Security Section (including the Integrated Department of Safety and Security/Department of Peacekeeping Operations Security Management System)

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field/ Security Service*	*General Service*	***Total inter-national***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014	–	–	–	–	2	2	6	5	**15**	66	–	**81**	–	175	3	**259**
Proposed 2015	–	–	–	–	2	2	6	5	**15**	66	–	**81**	–	175	3	**259**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

63. The Security Section will continue to ensure the safety and security of United Nations staff and assets within the mission area. The Section provides security evaluation and analysis and designs security training programmes. It reports to the Department of Safety and Security and to the Mission's Security Chief Adviser.

64. The status-of-mission agreement between UNAMA and the Government of Afghanistan stipulates that the primary responsibility for the protection of United Nations staff members, their spouses, eligible dependants and property, and of the Mission's property, rests with the host Government. In turn, the Mission is tasked with assisting the host Government in developing its capability to provide adequate protection to the staff and assets of the United Nations.

65. The Mission's civilian staff operates in areas and scenarios in which serious insecurity is a persistent feature, and their work is actually focused on how to address those situations through the implementation of mandated activities to resolve conflict and uphold human rights. Consequently, security planning to protect UNAMA staff members requires the ability to assess the situation on the ground and continual consultations with the host Government. In addition, consultations with

other organizations, including NATO, are necessary to ensure the security of UNAMA operations and activities, bearing in mind the complementary mandates given by the Security Council.

66. In order to ensure that an integrated information monitoring, reporting and situational awareness hub is in place, the Security Section oversees the Joint Operations Centre, located at the Mission's headquarters in Kabul.

2. Office of the Chief of Staff

Direct Office of the Chief of Staff

International staff: inward redeployment of 2 positions

National staff: inward redeployment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field/ Security Service*	*General Service*	**Total inter-national**	*National Professional Officer*	*Local level*	*United Nations Volunteers*	**Total**
Approved 2014	–	–	1	–	–	–	1	–	2	1	–	3	–	3	–	6
Proposed 2015	–	–	1	–	–	1	2	–	4	1	–	5	1	3	–	9
Change	–	–	–	–	–	1	1	–	2	–	–	2	1	–	–	3

67. The Direct Office of the Chief of Staff will continue to serve as the overall link between substantive and support areas of the Mission, while ensuring that the UNAMA mandate and the overall vision of the Special Representative of the Secretary-General guide the activities of the substantive areas with the corresponding support.

68. In line with the Mission's proposed organization and resource changes described in paragraphs 25 and 26 above, it is proposed that:

(a) The field coordination functions, currently under the responsibility of the Director of Civil Affairs and Development, be redeployed to the Direct Office of the Chief of Staff. The field coordination support function has been in operation since 2006 to maintain daily liaison with and to provide continued support to UNAMA field offices. Under the direction of the Chief of Staff, these functions will focus on liaising with relevant offices at UNAMA Headquarters in Kabul in order to support the Mission field office engagement, information management and reporting, maintaining and managing information and other resources for the benefit of field offices;

(b) Three positions (1 P-4; 1 P-3; 1 National Professional Officer) be redeployed from the Office of the Director of Civil Affairs and Development to the Direct Office of the Chief of Staff. These positions will be performing the same functions in the receiving office.

Mission Planning and Report Writing Unit

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field/ Security Service*	*General Service*	***Total inter-national***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014	–	–	–	–	1	1	–	–	**2**	–	–	**2**	2	2	–	**6**
Proposed 2015	–	–	–	–	1	1	–	–	**2**	–	–	**2**	2	2	–	**6**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

69. The Mission Planning and Report Writing Unit will continue to oversee and coordinate the Mission's budget preparation and the integrated planning process with the United Nations country team; provide advice to the Mission's senior management in relation to planning processes; carry out Mission-wide briefings to senior United Nations staff and visiting dignitaries; ensure the continuity of information-gathering and dissemination efforts within the Mission; carry out maintenance of relevant information databases and continuous monitoring of daily situation reports, military and police advisory unit reports, local and international media and other updates; and maintain contact with all heads of Mission units on a regular basis to indicate planning needs that may arise.

Legal Affairs Unit

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field/ Security Service*	*General Service*	***Total inter-national***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014	–	–	–	–	1	1	2	–	**4**	1	–	**5**	1	1	–	**7**
Proposed 2015	–	–	–	–	1	1	2	–	**4**	1	–	**5**	1	1	–	**7**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

70. The Legal Affairs Unit will continue to provide legal services to both substantive and administrative Mission units.

Language Unit

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field/ Security Service*	*General Service*	***Total inter-national***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014	–	–	–	–	–	–	–	–	–	–	–	–	9	1	–	**10**
Proposed 2015	–	–	–	–	–	–	–	–	–	–	–	–	9	1	–	**10**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

71. The Language Unit will continue to carry out translation services from and into the two main national languages of Afghanistan, Dari and Pashto, and English (and occasionally Arabic), of all publicly available Mission information.

Resident Auditor Unit

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field/ Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1
Proposed 2015	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

72. The Resident Auditor Unit will continue to carry out internal oversight of the financial and operational activities of the Mission, covering the offices located in Kabul and in the field, the liaison offices in Dubai, Islamabad and Tehran and the support office in Kuwait. Established in 2004, the Unit is under the oversight of the Office of Internal Oversight Services.

Conduct and Discipline Unit

National staff: inward redeployment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field/ Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2015	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1
Change	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1

73. In view of the establishment of an integrated Conduct and Discipline Unit for UNAMA and UNAMI in Kuwait, the position of Conduct and Discipline Officer (National Professional Officer) earlier deployed to the Kuwait office is no longer required, as a staff member from UNAMI has joined the office in order to provide support to the integrated Unit. It is therefore proposed to redeploy the position of Conduct and Discipline Officer (National Professional Officer) from Kuwait to Kabul. The proposed redeployment will also help to expand the oversight of the Conduct and Discipline Unit and support its activities in both Kabul and the field offices.

3. Office of the Deputy Special Representative of the Secretary-General (Political Affairs) (pillar I)

Immediate Office of the Deputy Special Representative of the Secretary-General (Political Affairs)

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014	–	1	–	–	1	2	2	–	**6**	1	–	**7**	2	4	–	**13**
Proposed 2015	–	1	–	–	1	2	2	–	**6**	1	–	**7**	2	4	–	**13**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

74. The Office of the Deputy Special Representative of the Secretary-General for Political Affairs (pillar I) will continue to carry out political analysis of the constantly evolving environment within Afghanistan; frequent liaison with the international presence of embassies, non-governmental organizations and international observers in Afghanistan with regard to political and military issues; and coordination of key priorities within the Mission and with Headquarters in New York.

75. The Deputy Special Representative backstops the Special Representative on political issues and ensures that political dynamics are viewed not in isolation but as part of a set of organic and inter-related issues affecting the implementation of the Mission mandate. During the Special Representative's absence, the Deputy is called upon to attend high-level meetings on behalf of the Special Representative with the Government of Afghanistan and the diplomatic community, including efforts in support of the Mission's good offices areas, such as collaboration with the presidency, key ministries and key international players on sensitive issues, such as political outreach, stabilization and national reconciliation, coordination of international efforts to support Afghan-owned and Afghan-led electoral reforms and efforts to support coherent regional dialogue and coordination mechanisms to enhance socioeconomic development in Afghanistan and support regional stability.

76. It is also proposed that the Office continue to maintain two liaison offices, one in Islamabad (1 P-5, 1 P-3, 1 National Professional Officer and 2 Local level positions) and in Tehran (1 P-4, 1 National Professional Officer and 1 Local level positions) to continue to grant priority to addressing regional cooperation to work towards a stable and prosperous Afghanistan.

Political Affairs Division

International staff: establishment of 6 positions; downward reclassification of 1 position; outward redeployment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014	–	–	1	1	1	6	6	1	**16**	1	–	**17**	7	12	2	**38**
Proposed 2015	–	–	–	2	2	8	7	1	**20**	1	1	**22**	7	12	2	**43**
Change	**–**	**–**	**(1)**	**1**	**1**	**2**	**1**	**–**	**4**	**–**	**1**	**5**	**–**	**–**	**–**	**5**

77. The Political Affairs Division will continue to provide political outreach and good offices to support, if requested by the Government of Afghanistan, the implementation of Afghan-led reconciliation and reintegration programmes, including by proposing and supporting confidence-building measures within the framework of the Afghan Constitution and with full respect for the implementation measures introduced by the Security Council in its resolution 2145 (2014) and other relevant resolutions.

78. In line with the Mission's proposed organization and resource changes described in paragraphs 25 and 26 above, it is proposed that:

(a) The position of Director of Political Affairs at the D-2 level be reclassified to the D-1 level and redeployed to the Office of the Special Representative. The existing position of Principal Political Affairs Officer at the D-1 level will assume the overall leadership role for the activities of the Division covering parliamentary and constitutional affairs, electoral support and regional dialogue. The incumbent will be responsible for ensuring: (i) coordination with relevant offices in the Mission on political issues, including support to the Mission's field engagement; (ii) liaison with political stakeholders in support of the Deputy Special Representative (pillar I); and (iii) guidance and direction of the contribution made by the Political Affairs Division and its alignment to the overall priorities of the Mission;

(b) A team be established in the Middle East and West Asia Division of the Department of Political Affairs. Given the continued political, economic and security uncertainties in Afghanistan, the Department's capacity to respond to backstopping demands will remain essential. Such demands range from providing operational support and strengthening Mission planning to assisting in identifying and prioritizing critical strategic objectives in line with the mandate of the Mission and political needs, and engagement with Member States and other key regional and international partners;

(c) Six positions (1 D-1, 1 P-5, 2 P-4, 1 P-3 and 1 General Service (Other level)) be established to be embedded in the Department of Political Affairs for six months, from July to December 2015. Headquarters backstopping for UNAMA, which is the largest special political mission, involves an array of substantive, operational, administrative and security-related issues. The Security Council considers Afghanistan at least four times a year and the General Assembly considers an annual resolution on Afghanistan. The team will be actively engaged in supporting discussions surrounding the role of UNAMA. Afghanistan is addressed in meetings of senior officials with representatives of the North Atlantic Treaty Organization (NATO) and the European Union and in the forums of regional organizations, such as the Shanghai Cooperation Organization, on a regular basis and particularly during the General Assembly. The team will also convene meetings of the Integrated Mission Task Force for coordination and sharing of information with United Nations system entities and Member States. The main duties and responsibilities of the proposed positions will be as follows:

(i) The Team Leader (D-1), will ensure that programmed activities are of the highest quality, carried out in a timely fashion and coordinated within the Division, Department or the United Nations system as appropriate; provide direction and daily support from Headquarters in New York to UNAMA by formulating strategic and policy recommendations; assist the Mission in formulating long-term strategies, leading reviews/assessments, if required, and developing and maintaining relations with senior government officials and other relevant stakeholders, agencies, funds and programmes, as well as regional organizations;

(ii) The Senior Political Affairs Officer (P-5) will assist the Team Leader in providing daily integrated operational and political guidance to UNAMA; monitor and identify political and operational developments and issues with respect to the implementation of the Mission mandate; provide analysis and assist in developing strategic views and recommendations on how to address the evolving conditions in Afghanistan; and maintain liaison with the Mission, the wider United Nations system and Member States, as appropriate;

(iii) The Political Affairs Officers (2 P-4 and 1 P-3) will assist the Team Leader in providing integrated operational support and political guidance to UNAMA; monitor and analyse developments related to Afghanistan and the region; make recommendations and address requests for information on operational and political issues, including on elections and constitutional reform, as well as on human rights; contribute to the drafting of a variety of documents; and maintain liaison with internal and external partners;

(iv) The Administrative Assistant (General Service (Other level) will provide administrative support to the Team.

Joint Analysis and Policy Unit

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total inter-national***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014	–	–	–	–	1	2	1	1	**5**	–	–	**5**	2	1	–	**8**
Proposed 2015	–	–	–	–	1	2	1	1	**5**	–	–	**5**	2	1	–	**8**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

79. The Joint Analysis and Policy Unit will continue to produce integrated analysis and forecasting of key political developments in Afghanistan as they relate to mandate implementation and contribute to the preparation of security risk assessments carried out by the Department of Safety and Security.

Military Advisory Unit

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014	–	–	–	–	–	–	–	–	–	–	–	–	–	10	–	**10**
Proposed 2015	–	–	–	–	–	–	–	–	–	–	–	–	–	10	–	**10**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

80. The Military Advisory Unit will continue to carry out a supporting role vis à vis all other operational organizational units of UNAMA and the Mission's senior leadership at Headquarters in New York and in the field. It will also continue to facilitate productive working relationships between UNAMA and all authorized security forces in Afghanistan, including the Afghan National Security Forces and the NATO Resolute Support Mission.

81. Fifteen military advisers will continue to provide military expertise and advice on all military issues to their civilian counterparts in their area of responsibility, with the aim of enabling the Special Representative of the Secretary-General and heads of offices at the Mission to design their own coherent and synchronized plans of action within an environment characterized by military activity. Further, the military advisers will visit the provinces to collect information to support their planning, report writing and advisory role, as required. They will also continue to hold a dialogue with national military personnel on monitoring, capacity-building and, in some cases, in extremis support for UNAMA staff.

82. The proposed staffing strength described in the table above includes Language Assistants, who will continue to provide support as translators and interpreters to the military personnel deployed to the Mission. The Military Advisers will continue to provide strategic planning and advice to the senior staff of the Mission.

4. Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) (pillar II)

Immediate Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)

International staff: inward redeployment of 3 positions

National staff: inward redeployment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total inter-national***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014	–	1	–	–	–	1	–	1	**3**	1	–	**4**	–	2	–	**6**
Proposed 2015	–	1	–	–	–	2	1	1	**5**	2	–	**7**	–	3	–	**10**
Change	**–**	**–**	**–**	**–**	**–**	**1**	**1**	**–**	**2**	**1**	**–**	**3**	**–**	**1**	**–**	**4**

83. The immediate Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) will continue to carry out a multifaceted role in UNAMA, namely, that of Deputy Special Representative of the Secretary-General for pillar II (Resident Coordinator/Humanitarian Coordinator) and UNDP Resident Representative. In addition, the Deputy Special Representative backstops the Special Representative on development and humanitarian issues. During the Special Representative's absence, the Deputy is called upon to attend high-level meetings with the Government of Afghanistan, donors and various agencies on behalf of the Special Representative.

84. The Office of the Deputy Special Representative will continue to lead and coordinate the work of the various internal units of the Mission and maintain links with the United Nations country team as part of the Deputy Special Representative's dual role as Resident Coordinator/Humanitarian Coordinator and UNDP Resident Representative.

85. In line with the Mission's proposed organizational and resource changes described in paragraphs 25 and 26 above, it is proposed that civil affairs and development functions be transferred from the Office of the Director of Civil Affairs and Development into the immediate Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) (pillar II) to focus Mission efforts on the facilitation of policy dialogue between the Government and its development partners. This will increase the ability of the Deputy Special Representative to support aid coordination structures in the context of the Tokyo Mutual Accountability Framework, the outcomes of the London Conference on Afghanistan and the ongoing work of the Joint Coordination and Monitoring Board, co-chaired by the Government and UNAMA. It is therefore proposed that:

(a) Two positions (1 Field Service and 1 Local level) be redeployed from the Office of the Director of Civil Affairs and Development to the immediate Office of the Deputy Special Representative of the Secretary General (pillar II);

(b) Two positions (1 P-4 and 1 P-3) be redeployed from the Civil Affairs Unit to the immediate Office of the Deputy Special Representative of the Secretary General (pillar II).

Director of Civil Affairs and Development (formerly Director of Development and Special Adviser to the Special Representative of the Secretary-General)

International staff: abolishment of 1 position; outward redeployment of 4 positions

National staff: outward redeployment of 2 positions

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field/ Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014	–	–	1	–	–	1	2	–	4	1	–	5	1	1	–	7
Proposed 2015	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	(1)	–	–	(1)	(2)	–	(4)	(1)	–	(5)	(1)	(1)	–	(7)

86. The Office of the Director of Civil Affairs and Development has been in operation since 2009. It has focused on coordinating with the Government of Afghanistan and the international community in relation to aid coherence. In its resolution 2145 (2014), the Security Council reiterated the importance of further efforts in improving aid coordination and effectiveness, including by ensuring transparency, combating corruption and enhancing the capacity of the Government of Afghanistan to coordinate aid. Following the phasing out of all provincial reconstruction teams, as described in the resolution, the associated coordination role of UNAMA in relation to civil affairs and development has been refocused towards supporting the efforts of the Government of Afghanistan in this area.

87. In line with the Mission's proposed organizational and resource changes described in paragraphs 25 and 26 above, it is proposed that:

(a) The Office of the Director of Civil Affairs and Development be discontinued and its functions transferred to the Office of the Deputy Special Representative of the Secretary General and the Office of the Chief of Staff;

(b) Two positions (1 Field Service and 1 Local level) be redeployed to the immediate Office of the Deputy Special Representative of the Secretary General (pillar II);

(c) One position of Coordination Officer (P-3) be redeployed to the Civil Affairs Unit;

(d) Two positions of Special Assistant (1 P-4 and 1 P-3) and 1 position of Coordination Officer (National Professional Officer) be redeployed to the Office of the Chief of Staff to carry out field coordination functions;

(e) One position of Director of Civil Affairs and Development (D-2) be abolished.

Resident Coordinator/United Nations Country Team Unit

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014	–	–	–	–	1	1	1	1	**4**	–	–	**4**	2	2	–	**8**
Proposed 2015	–	–	–	–	1	1	1	1	**4**	–	–	**4**	2	2	–	**8**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

88. The Resident Coordinator's Office will continue to be responsible for ensuring coherence among the members of the United Nations country team, comprising UNAMA, resident and non-resident agencies, funds and programmes, for which the Office maintains continuous contact with all members of the country team, at the senior management and working levels, in addition to all relevant parts of UNAMA, relevant partners in the Government of Afghanistan and donors. The Office will also continue to provide support to the United Nations country team and help coordinate key United Nations Development Assistance clusters and joint United Nations programmes and integrated initiatives within UNAMA.

Civil Affairs Unit

International staff: inward redeployment of 2 positions; outward redeployment of 3 positions; downward reclassification of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014	–	–	–	–	2	7	1	2	**12**	2	–	**14**	5	4	–	**23**
Proposed 2015	–	–	–	1	1	5	2	2	**11**	2	–	**13**	5	4	–	**22**
Change	**–**	**–**	**–**	**1**	**(1)**	**(2)**	**1**	**–**	**(1)**	**–**	**–**	**(1)**	**–**	**–**	**–**	**(1)**

89. The Civil Affairs Unit will continue to oversee the delivery of substantive programme activities, including the promotion of national ownership and alignment with the Afghan national development strategy. The governance programme will focus on the request by the Security Council that UNAMA and the Special Representative support all Afghan institutions, including the executive and legislative branches, to improve good governance with full representation of all Afghan women and men and accountability at both national and subnational levels. This will include effective coordination efforts, drawing on the skills and experience of the entire aid community, including the United Nations country team, international financial institutions, bilateral agencies and others.

90. In line with the Mission's proposed organization and resource changes described in paragraphs 25 and 26 above, it is proposed that:

(a) One position of Head of Office (D-1) be redeployed from the Kandahar regional office to the Civil Affairs Unit to carry out duties as Director. The incumbent would be responsible for the overall leadership of the Unit to ensure: (i) coordination with relevant offices in the Mission on governance issues, including support to the Mission's field engagement; (ii) liaison with development stakeholders in support of the Deputy Special Representative (pillar II); and (iii) the direction of the contribution made by the Unit and its alignment to the Mission's overall priorities;

(b) One position of Coordination Officer (P-3) be redeployed from the Office of the Director of Civil Affairs and Development to the Civil Affairs Unit;

(c) One position of Civil Affairs Officer (P-5) be redeployed from the Civil Affairs Unit to the Kandahar regional office to carry out duties as Head of Office;

(d) Two positions of Coordination Officers (1 P-4 and 1 P-3) be redeployed from the Civil Affairs Unit to the immediate Office of the Deputy Special Representative (pillar II);

(e) One position of Civil Affairs Officer (P-4) be reclassified to the P-3 level.

Rule of Law Unit

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field/ Security Service*	*General Service*	***Total inter-national***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014	–	–	–	1	1	4	1	–	7	–	–	7	2	4	–	13
Proposed 2015	–	–	–	1	1	4	1	–	7	–	–	7	2	4	–	13
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

91. The Rule of Law Unit will continue to support the development of a strategic approach for the justice sector, acting as an intermediary between donors and international agencies and as an adviser to the justice institutions and the Special Representative of the Secretary-General, brokering donor support and enhancing coordination of donor efforts. The Mission's position as a neutral arbiter, as opposed to an implementing partner, has also assisted in facilitating donor coordination and joint planning with stakeholders within the sector. The Unit will also continue to facilitate more coherent United Nations system approaches and communication on justice/corrections issues, underscoring the need for the Mission to retain the capacity to address the political/strategic dimensions of the rule of law, including in areas related to anti-corruption and land rights.

92. While the Unit will continue to have analytical and coordination roles, the future emphasis of the Unit will include civil law issues and the provision of support to the legislative process. As the international community reduces its support to corrections, the advisory and coordination role that the Unit currently carries out will become more important.

Police Advisory Unit

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total inter-national***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014	–	–	–	–	1	1	–	–	**2**	–	–	**2**	–	1	–	**3**
Proposed 2015	–	–	–	–	1	1	–	–	**2**	–	–	**2**	–	1	–	**3**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

93. The Police Advisory Unit will continue to coordinate the functions of six civilian police advisers assigned to the regions. The Unit also plays a coordination role with the Afghan Government and the European Union Police Mission in Afghanistan.

94. In line with the Mission's proposed organization and resource changes described in paragraphs 25 and 26 above, it is proposed that the Unit and its current staff be redeployed to the development pillar of the Mission (pillar II) to adapt to the post-transition environment and to retain the capacity to address the political/strategic issues in order to focus on civilian policing and law enforcement, as well as reform of the Ministry of Interior. The redeployment will consolidate the rule of law and security institution functions under the leadership of the Deputy Special Representative of the Secretary-General, Resident Coordinator/ Humanitarian Coordinator. Thus, it is anticipated that the work of the Police Advisory Unit will be bolstered through enhanced synergies with the work of the Rule of Law Unit, including on the new criminal procedure code and corrections-related issues, as well as the capacity-building efforts of UNDP and other development partners within and outside of the United Nations system.

5. Mission Support

Table 8
Staffing requirements for Mission Support (Kabul)

International staff: abolishment of 2 positions; upward reclassification of 2 positions; inward redeployment of 1 position

National staff: abolishment of 4 positions

United Nations Volunteer: abolishment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total inter-national***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014	–	–	–	1	3	9	10	1	**24**	33	–	**57**	25	236	54	**372**
Proposed 2015	–	–	–	1	2	10	11	1	**25**	31	–	**56**	25	232	53	**366**
Change	–	–	–	–	**(1)**	**1**	**1**	–	**1**	**(2)**	–	**(1)**	–	**(4)**	**(1)**	**(6)**

95. Mission Support will continue to provide administrative and logistical support to UNAMA at large through its two offices in Kabul and in Kuwait. The tables below detail the staffing component of Mission Support in Kabul approved in 2014 and proposed for 2015.

Office of the Chief of Mission Support

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014	–	–	–	1	–	1	1	–	**3**	1	–	**4**	–	1	–	**5**
Proposed 2015	–	–	–	1	–	1	1	–	**3**	1	–	**4**	–	1	–	**5**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

96. The Office of the Chief of Mission Support will continue to support the implementation of the Mission's mandate by providing the necessary managerial, logistical and administrative support, including in such areas as budget, finance, human resources management, general services and logistics.

Budget and Planning Section

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	**1**
Proposed 2015	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	**1**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

97. The Budget and Planning Section will continue to be responsible for the effective and efficient management, monitoring and control of budgetary resources in line with established regulations and rules to ensure the availability of funds for the Mission to carry out its activities.

Air Safety Unit

International staff: upward reclassification of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014	–	–	–	–	–	–	–	–	–	1	–	**1**	1	–	–	**2**
Proposed 2015	–	–	–	–	–	–	1	–	**1**	–	–	**1**	1	–	–	**2**
Change	–	–	–	–	–	–	1	–	**1**	(1)	–	–	–	–	–	–

98. The Air Safety Unit will continue to ensure that the Mission's aviation activities are in compliance with established aviation safety regulations and rules and that controls are in place to ensure safe and secure air operations.

99. In line with the Mission's proposed organization and resource changes described in paragraphs 25 and 26 above, and following the standard structure of air safety units in other special political missions, it is proposed that one Field Service position be reclassified to the P-3 level.

Office of Technical Services

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field Security Service*	*General Service*	**Total inter-national**	*National Professional Officer*	*Local level*	*United Nations Volunteers*	**Total**
Approved 2014	–	–	–	–	1	–	–	–	**1**	1	–	**2**	–	1	–	**3**
Proposed 2015	–	–	–	–	1	–	–	–	**1**	1	–	**2**	–	1	–	**3**
Change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**

100. The Office of Technical Services will continue to provide coordinated, efficient and timely logistics support to all components of the Mission.

Engineering Section

National staff: abolishment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field Security Service*	*General Service*	**Total inter-national**	*National Professional Officer*	*Local level*	*United Nations Volunteers*	**Total**
Approved 2014	–	–	–	–	–	1	2	–	**3**	3	–	**6**	1	14	8	**29**
Proposed 2015	–	–	–	–	–	1	2	–	**3**	3	–	**6**	1	13	8	**28**
Change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**(1)**	**–**	**(1)**

101. The Engineering Section will continue to oversee construction projects and maintenance activities at United Nations premises, the management of facilities and the provision of office space and living accommodations in Kabul and in field offices.

102. In line with the Mission's proposed organization and resource changes described in paragraphs 25 and 26 above, it is proposed that one Local level position be abolished. The proposed abolishment is also in line with the outsourcing of general engineering maintenance services and generator operations, which resulted in a substantial reduction in the 2014 staffing of the Section.

Communications and Information Technology Section

International staff: abolishment of 1 position

National staff: abolishment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014	–	–	–	–	–	1	–	–	1	8	–	**9**	4	26	7	**46**
Proposed 2015	–	–	–	–	–	1	–	–	1	7	–	**8**	4	25	7	**44**
Change	–	–	–	–	–	–	–	–	–	(1)	–	(1)	–	(1)	–	(2)

103. The Communications and Information Technology Section will continue to oversee the provision of critical communications and information technology services to all UNAMA staff throughout the Mission area. It will also continue to oversee the disaster recovery and business continuity project.

104. In line with the Mission's proposed organization and resource changes described in paragraphs 25 and 26 above, it is proposed that one Field Service position and one Local level position be abolished.

Supply/Fuel Cell Section

International staff: abolishment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014	–	–	–	–	–	–	1	1	2	3	–	**5**	–	12	3	**20**
Proposed 2015	–	–	–	–	–	–	1	1	2	2	–	**4**	–	12	3	**19**
Change	–	–	–	–	–	–	–	–	–	(1)	–	(1)	–	–	–	(1)

105. The Supply/Fuel Cell Section will continue to oversee the effective and timely planning, oversight and coordination of supply support operations, managing the procurement and supply of all UNAMA general supplies, as well as medical, security, fire safety, welfare and training assets and equipment. The Section will also continue to oversee the inventory and management of all expendable and non-expendable United Nations-owned equipment and oversee contract management and the acquisition and inventory of all expendable and non-expendable supplies and the maintenance of living accommodation units.

106. In line with the Mission's proposed organization and resource changes described in paragraphs 25 and 26 above, it is proposed that one Field Service position be abolished. The proposed abolishment is also in line with the implementation of a supply chain and the expected establishment of a central warehousing hub in UNAMA.

Surface Transport Section

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field Security Service*	*General Service*	**Total inter-national**	*National Professional Officer*	*Local level*	*United Nations Volunteers*	**Total**
Approved 2014	–	–	–	–	–	1	–	–	1	5	–	6	2	120	4	132
Proposed 2015	–	–	–	–	–	1	–	–	1	5	–	6	2	120	4	132
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

107. The Surface Transport Section will continue to provide cost-effective maintenance of the Mission's vehicular fleet and assets.

Air Operations Section

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field Security Service*	*General Service*	**Total inter-national**	*National Professional Officer*	*Local level*	*United Nations Volunteers*	**Total**
Approved 2014	–	–	–	–	–	1	2	–	3	1	–	4	2	7	4	17
Proposed 2015	–	–	–	–	–	1	2	–	3	1	–	4	2	7	4	17
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

108. The Air Operations Section will continue to provide efficient air transportation services to the Mission with a view to obtaining best value for money from contracted air carriers. It will also continue to utilize efficiently its existing resources of qualified aviation specialists, at both the international and national levels.

Movement Control Section

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field Security Service*	*General Service*	**Total inter-national**	*National Professional Officer*	*Local level*	*United Nations Volunteers*	**Total**
Approved 2014	–	–	–	–	–	–	–	–	–	2	–	2	2	15	1	20
Proposed 2015	–	–	–	–	–	–	–	–	–	2	–	2	2	15	1	20
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

109. The Movement Control Section will continue to plan, coordinate, organize, execute and control the transportation of personnel and cargo by efficiently utilizing all available transportation assets.

Geographic Information Section

United Nations Volunteer: abolishment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total inter-national***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014	–	–	–	–	–	–	–	–	–	–	–	–	1	–	2	**3**
Proposed 2015	–	–	–	–	–	–	–	–	–	–	–	–	1	–	1	**2**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	(1)	**(1)**

110. The Geographic Information Section will continue to provide timely and accurate information in the form of maps and dynamic geographic information tools for the use of Mission substantive and security staff.

111. In line with the Mission's proposed organization and resource changes described in paragraphs 25 and 26 above, it is proposed that one United Nations Volunteer position be abolished. The proposed abolition is also in line with the consolidation of geographic information functions in Brindisi.

Property Management Section

National staff: abolishment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total inter-national***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014	–	–	–	–	–	1	–	–	1	2	–	3	–	10	3	**16**
Proposed 2015	–	–	–	–	–	1	–	–	1	2	–	3	–	9	3	**15**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	(1)	–	**(1)**

112. The Property Management Section will continue to oversee the management of the Mission's overall supply chain process, including requisition, receipt, utilization, maintenance, monitoring, oversight, control, setting of stock levels, development of cost-benefit analyses on United Nations-owned equipment, pruning of surplus stocks, calculation of consumption rates and establishment of replacement cycles in order to optimize the inventory management of the Mission, as well as the survey, assessment and disposal of property.

113. In line with the Mission's proposed organization and resource changes described in paragraphs 25 and 26 above, it is proposed that one position of Property Disposal Assistant (Local level), be abolished.

Facility Management Unit

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014	–	–	–	–	–	–	–	–	–	1	–	1	–	3	6	10
Proposed 2015	–	–	–	–	–	–	–	–	–	1	–	1	–	3	6	10
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

114. The Facility Management Unit will continue to oversee the management of United Nations-provided accommodations and office premises.

Office of the Chief of Administrative Services

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014	–	–	–	–	1	–	–	–	1	–	–	1	–	1	–	2
Proposed 2015	–	–	–	–	1	–	–	–	1	–	–	1	–	1	–	2
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

115. The Office of the Chief of Administrative Services will continue to oversee the coordination and provision of efficient and timely administrative support to all components of UNAMA, including carrying out Mission critical support functions such as finance, human resources management, procurement, medical, staff counselling, welfare and information management.

United Nations Volunteers Support Unit

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014	–	–	–	–	–	–	–	–	–	–	–	–	–	–	1	1
Proposed 2015	–	–	–	–	–	–	–	–	–	–	–	–	–	–	1	1
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

116. The United Nations Volunteers Support Unit will continue to perform diverse functions to support various Mission activities.

Human Resources Section

International staff: downward reclassification of 1 position; inward redeployment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014	–	–	–	–	1	–	1	–	**2**	1	–	**3**	3	7	2	**15**
Proposed 2015	–	–	–	–	–	1	1	–	**2**	2	–	**4**	3	7	2	**16**
Change	**–**	**–**	**–**	**–**	**(1)**	**1**	**–**	**–**	**–**	**1**	**–**	**1**	**–**	**–**	**–**	**1**

117. The Human Resources Section will continue to be responsible for the management of the Mission's human resources, including recruitment and staff retention, provision of guidance to staff on contractual arrangements and entitlements, performance management and career development, among other duties.

118. The Kabul-based Chief Civilian Personnel Officer manages all Human Resources Management System activities, including coordination with the human resources teams based in the Kuwait Joint Support Office. All international and national staff transactional activities are carried out by the human resources team in Kuwait.

119. In line with the Mission's proposed organization and resource changes described in paragraphs 25 and 26 above, it is proposed that the position of Chief Civilian Personnel Officer be reclassified from the P-5 to the P-4 level and that one Field Service position be redeployed from Kuwait to Kabul.

Finance Section

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014	–	–	–	–	–	–	–	–	**–**	1	–	**1**	–	1	2	**4**
Proposed 2015	–	–	–	–	–	–	–	–	**–**	1	–	**1**	–	1	2	**4**
Change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**

120. The Finance Section will continue to manage the provision of effective financial administration and risk management advice in support of the implementation of the Mission's mandate and aimed at ensuring that the United Nations financial regulations and rules are strictly observed. It will also continue to ensure that effective internal controls are in place to safeguard financial assets and to ensure timely and reliable financial operations.

Procurement Section

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field Security Service*	*General Service*	**Total inter-national**	*National Professional Officer*	*Local level*	*United Nations Volunteers*	**Total**
Approved 2014	–	–	–	–	–	1	–	–	1	3	–	4	2	2	–	8
Proposed 2015	–	–	–	–	–	1	–	–	1	3	–	4	2	2	–	8
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

121. The Procurement Section will continue to oversee the acquisition of all locally acquired supplies and services for the Mission, including defence stores, construction supplies and ground and jet fuel. It will also continue to manage all local contracts for the Mission, including all leases and contracts for armed and unarmed security services.

Medical Services Section

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field Security Service*	*General Service*	**Total inter-national**	*National Professional Officer*	*Local level*	*United Nations Volunteers*	**Total**
Approved 2014	–	–	–	–	–	1	1	–	2	–	–	2	4	9	6	21
Proposed 2015	–	–	–	–	–	1	1	–	2	–	–	2	4	9	6	21
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

122. The Medical Services Section will continue to oversee the provision of health care to all UNAMA international and national staff and their dependants, including providing access to medical facilities and services for all staff in Kabul and in the field.

123. The central clinic of UNAMA medical facilities in Kabul is designed to treat common illnesses among United Nations international staff, national staff members and their dependants; is open around the clock for emergency cases; provides outpatient consultation during regular office hours; maintains beds for patient observation and treatment from a few hours to a few days; and provides treatment, such as primary care, advanced life support, trauma management, minor surgery, casualty evacuation, dental care and preventive medicine. The Section also manages satellite clinics at Compounds Alpha and Bravo and in all regional offices in the Mission area.

Information Management Unit

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	**Subtotal**	Field Security Service	General Service	**Total international**	National Professional Officer	Local level	United Nations Volunteers	**Total**
Approved 2014	–	–	–	–	–	–	1	–	1	–	–	1	–	4	2	7
Proposed 2015	–	–	–	–	–	–	1	–	1	–	–	1	–	4	2	7
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

124. The Information Management Unit will continue to oversee the management of information produced at the Mission, including the development and implementation of a comprehensive records management programme and the application and/or improvement of information management policies, procedures and tools to support the mandate of the Mission.

Staff Counselling Unit

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	**Subtotal**	Field Security Service	General Service	**Total international**	National Professional Officer	Local level	United Nations Volunteers	**Total**
Approved 2014	–	–	–	–	–	1	1	–	2	–	–	2	2	1	2	7
Proposed 2015	–	–	–	–	–	1	1	–	2	–	–	2	2	1	2	7
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

125. The Staff Counselling Unit will continue to support the psychosocial well-being of all UNAMA staff in Afghanistan, including the provision of individual and group counselling interventions, emergency psychological services and follow-up to staff exposed to critical incidents, managerial consultations to all heads of United Nations agencies and technical advice to United Nations offices on stress mitigation and prevention strategies, and will conduct training activities and provide psychosocial education for staff and managers and supervise peer helpers and their activities.

Welfare Unit

National staff: abolishment of 1 position

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	**Subtotal**	Field Security Service	General Service	**Total international**	National Professional Officer	Local level	United Nations Volunteers	**Total**
Approved 2014	–	–	–	–	–	–	–	–	–	–	–	–	–	2	1	3
Proposed 2015	–	–	–	–	–	–	–	–	–	–	–	–	–	1	1	2
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	(1)	–	(1)

126. The Welfare Unit will continue to develop the UNAMA staff welfare framework and workplan, including coordination of improvements and maintenance of UNAMA welfare facilities and regular activities for the welfare and well-being of UNAMA staff throughout Afghanistan.

127. In line with the Mission's proposed organization and resource changes described in paragraphs 25 and 26 above, it is proposed that one Local level position be abolished.

6. UNAMA Support Office in Kuwait and Kuwait Joint Support Office

Table 9

Staffing requirements for the Support Office in Kuwait

International staff: abolishment of 5 positions; outward redeployment of 1 position

National staff: outward redeployment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field Security Service*	*General Service*	**Total international**	*National Professional Officer*	*Local level*	*United Nations Volunteers*	**Total**
Approved 2014	–	–	–	–	2	4	9	3	**18**	25	–	**43**	1	31	–	**75**
Proposed 2015	–	–	–	–	2	3	8	2	**15**	22	–	**37**	–	31	–	**68**
Change	–	–	–	–	–	**(1)**	**(1)**	**(1)**	**(3)**	**(3)**	–	**(6)**	**(1)**	–	–	**(7)**

128. The UNAMA Support Office in Kuwait was established in September 2010 on the basis of the decision that UNAMA Mission Support offices with automated systems could work effectively offshore and provide the necessary support services to UNAMA staff, including most functions and services related to finance, human resources, travel, training, procurement, claims and budget, and disaster recovery and business continuity.

129. The UNAMA Support Office in Kuwait and the Kuwait Joint Support Office are co-located within the premises currently occupied by UNAMI in Kuwait City.

130. Table 9 above details the staffing of the UNAMA Support Office in Kuwait, of which 40 positions (1 P-5, 1 P-4, 2 P-3, 1 P-2, 15 Field Service, 20 Local level) are assigned dual responsibilities and support both UNAMA and UNAMI by carrying out administrative tasks as part of the Kuwait Joint Support Office, including in the areas of finance and human resources.

131. The remaining 28 positions (1 P-5, 2 P-4, 6 P-3, 1 P-2, 7 Field Service, 11 Local level), which are located in Kuwait to reduce the UNAMA footprint in Kabul, will continue to carry out duties in the areas of conduct and discipline, audit, budget, geographic information, communications and information technology, information management, procurement, property survey and claims, transport and security. They will continue to report directly to their respective section chiefs, who are located in Kabul.

132. The authorized strength of the UNAMA Support Office in Kuwait was 75 in 2014, as detailed in table 9 above. However, in line with the Mission's proposed

organization and resource changes described in paragraphs 25 and 26 above, it is proposed that the staffing strength be adjusted downwards to 68 positions. To that end, it is proposed that:

(a) Five international positions, from the finance area (1 P-4, 1 P-3, 1 P-2) and from the travel and procurement areas (2 Field Service), be abolished;

(b) One Field Service position be redeployed from the human resources area in Kuwait to the same area in Kabul;

(c) One National Professional Officer be redeployed from the conduct and discipline area in Kuwait to the same area in Kabul.

Kuwait Joint Support Office

133. In November 2010, upon the signing of a memorandum of agreement with the Government of Kuwait, the UNAMA Support Office officially began to operate in Kuwait. It is co-located with the UNAMI Support Office in the Kheitan Compound. UNAMI has been operating its Support Office in Kuwait since 2004.

134. In response to General Assembly resolution 65/259, in which the Assembly encouraged increased cooperation between and among missions operating in the same geographical location with a view to achieving efficiency and cost-effectiveness, the Kuwait Joint Support Office was launched in December 2012, not as a separately funded office, but as a jointly integral component of both UNAMA and UNAMI, funded through the assessed budgets for both missions. The Office is scalable to the requirements of the missions, and the proportion of services rendered to each mission is reflected in the resource distribution to each mission.

135. The Kuwait Joint Support Office is managed by UNAMA and UNAMI, and accountability for the performance of the office remains with both missions. The resources for the Office are determined in conjunction with the other resource requirements of UNAMA and UNAMI. With the development of the Office, UNAMA and UNAMI are committed to continue working to deliver benefits consistent with the goals of the Organization's global field support strategy (see General Assembly resolution 64/269).

136. In 2014, the staffing strength and capacity of both the Kuwait Joint Support Office and the UNAMA Support Office in Kuwait were enhanced by transferring additional administrative and technical functions to Kuwait and increasing the staff strength by redeploying positions from Kabul to Kuwait, including most of the remaining functions and staff in the areas of finance, human resources and claims, as well as elements of communications and information technology, geographic information, information management, property management and budget. In addition to mission support functions and staff, the Resident Auditors and Conduct and Discipline Units were also redeployed to Kuwait in 2014. A disaster recovery and business continuity system was established in Kuwait expressly to support both UNAMA and UNAMI should it become necessary.

137. The Kuwait Joint Support Office has received the approval and relevant delegations of authority to approve workflows related to both missions, particularly in the areas of finance and human resources, which allows for greater integration and economies of scale, thus leading to additional efficiencies.

138. The integration of UNAMA and UNAMI personnel and processes into a consolidated client-focused entity serving both missions is progressing as planned. This integration and client-centric mindset requires a focused change management and communications effort that will continue to be led by the Steering Committee of the Kuwait Joint Support Office, which comprises Chiefs of Mission Support of UNAMA and UNAMI, and the management team of the Office.

139. The Kuwait Joint Support Office also supports United Nations global initiatives such as the implementation of the International Public Sector Accounting Standards (IPSAS), Umoja and Inspira, and assumed additional delegation for the delivery of finance and human resources support services to the United Nations Regional Centre for Preventive Diplomacy for Central Asia and Yemen-based Department of Political Affairs staff. Discussions are ongoing between the leadership of UNAMA and UNAMI to identify additional areas for inter-mission cooperation.

140. In terms of efficiencies, the following is being achieved:

(a) Reduced resource requirements with respect to the provision of secure accommodation, transportation by armoured vehicles and other life-support requirements;

(b) Reduced resource requirements to cover the cost of staff, since salaries and benefits applicable to staff deployed to Kuwait are lower than in Afghanistan and Iraq;

(c) Increased number of productive working days in the Kuwait Joint Support Office, since there is no rest and recuperation entitlement in Kuwait.

141. UNAMA and UNAMI contribute posts to the Kuwait Joint Support Office. The table below provides information on the posts contributed by UNAMA and UNAMI to the Office in 2014, and the proposed contributions for 2015.

Table 10
Posts contributed by UNAMA and UNAMI to the Kuwait Joint Support Office

	International staff	*National staff*	*Total*	*Share in %*
2014 approved positions				
UNAMA	25	20	45	51.1
UNAMI	18	25	43	48.9
Total	**43**	**45**	**88**	**100.0**
2015 proposed positions				
UNAMA	20	20	40	52.0
UNAMI	12	25	37	48.0
Total	**32**	**45**	**77**	**100.0**
Change	**(11)**	**–**	**(11)**	**–**

142. In addition to funding the above positions within the Kuwait Joint Support Office, client missions also contribute to operating costs of the Office, which

occupies the premises operated by UNAMI. Monthly common service recovery costs for UNAMA-funded personnel of the Office are billed quarterly by UNAMI to UNAMA. In addition, both of the client missions bear the travel and training costs for Office personnel funded by their respective missions.

7. Field offices in regions and provinces

Background

143. Under the Bonn Agreement of December 2001, eight regional offices, in Kabul (Kabul, central regional office), Kandahar (Kandahar), Herat (Herat), Balkh (Mazar-e-Sharif), Nangarhar (Jalalabad), Kunduz, Bamyan and Paktya (Gardez) and two provincial offices, in Faryab (Maymana) and Badakhshan (Fayz Abad), were established. During the following years, additional provincial offices were established, in Zabul (Qalat), Nimroz (Zaranj), Uruzgan (Tirin Kot), Farah (Farah), Ghor (Chaghcharan), Badghis (Qala-e Naw), Sar-e Pul (Sar-e Pul), Kunar (Asad Abad), Baghlan (Pul-e-Khumri), Day Kundi (Nili), Khost (Khost), Jawzjan (Shiberghan) and Takhar (Taloqan).

144. In the past few years, as a result of structural/organizational changes and resource reprioritization in the Mission, 10 UNAMA provincial offices, in Badghis, Ghor, Nimroz, Zabul, Day Kundi, Uruzgan, Takhar, Sar-e Pul, Kunar and Khost were closed. Consequently, in 2015, the Mission proposes to operate 13 field offices throughout Afghanistan, comprising 7 regional offices and 6 provincial offices.

Structural plans for 2015

145. To support the implementation of priorities within the context of the prevailing security situation in the country, the Mission has been moving towards a more flexible set of field structures, particularly at the provincial level, without compromising its impact or national outreach, through the medium of a mobile model of programme delivery and by integrating related work areas. The Mission intends to further develop this approach using a combination of mobile but strengthened regionally based teams and harmonization with United Nations agencies, funds and programmes to allow the Mission to expand and contract its outreach across a greater number of provinces as programme requirements and opportunities develop.

146. In line with the Mission's proposed organization and resource changes, described in paragraphs 25 and 26 above, it is proposed that:

(a) One position of Civil Affairs Officer (P-5) be redeployed from the Civil Affairs Unit to head the Kandahar regional office — southern region. This will ensure harmonization of the level of heads of regional offices at the P-5 level for all 7 regional offices;

(b) One position of Head of Office (D-1) be redeployed from the Kandahar regional office to the Civil Affairs Unit;

(c) One position of Civil Affairs Officer (P-4) be reclassified to the P-3 level in the Kabul regional office — central region;

(d) Three national positions be abolished, including one position of Medical Doctor in the Nangarhar (Jalalabad) regional office (National Professional Officer); one Local level position in the Kandahar regional office — southern region; and

1 Local level position in the Paktya (Gardez) regional office, as these positions have been vacant for an extended period of time and the functions will be carried out by existing staff;

(e) The Mission's 2014 approved staffing strength of 762 positions to maintain seven regional and six provincial offices be adjusted downward in 2015 to 759 positions (121 international, 619 national and 19 United Nations Volunteers).

147. The following summarizes the status of all regional and provincial offices to be operational in 2015. It is proposed that:

(a) The eastern region (Nangahar) remain as is, with no provincial office;

(b) The western region (Herat) remain as is, with one provincial office in Farah;

(c) The central region (Kabul) remain as is, with one provincial office in Bamyan;

(d) The northern region (Balkh) remain as is, with two provincial offices in Faryab and Jawzjan;

(e) The south-eastern region (Paktya) remain with no provincial office;

(f) The north-eastern region (Kunduz) remain as is, with two provincial offices in Badakhshan and Baghlan;

(g) The southern region (Kandahar) remain as is, with no provincial office.

148. Table 11 below details the approved 2014 and proposed 2015 staffing structure of UNAMA field offices in the regions and provinces.

Table 11
Staffing requirements for regional and provincial offices[a]

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field Security Service*	*General Service*	**Total inter-national**	*National Professional Officer*	*Local level*	*United Nations Volunteers*	**Total**
Approved 2014	–	–	–	1	6	32	32	11	**82**	39	–	**121**	115	507	19	**762**
Proposed 2015	–	–	–	–	7	31	33	11	**82**	39	–	**121**	114	505	19	**759**
Change	**–**	**–**	**–**	**(1)**	**1**	**(1)**	**1**	**–**	**–**	**–**	**–**	**–**	**(1)**	**(2)**	**–**	**(3)**

[a] Includes seven regional and six provincial offices.

Regional offices

149. The Mission will continue to operate seven regional offices, in Kabul, Kandahar, Herat, Balkh (Mazar-e-Sharif), Nangarhar (Jalalabad), Kunduz and Paktya (Gardez), with a proposed total staffing strength of 543 positions, as shown in table 12 below.

150. In line with the Mission's proposed organization and resource changes, described in paragraphs 25 and 26 above, it is proposed that the staffing changes proposed under paragraph 146 be implemented for 2015. Table 12 provides details

of the proposed staffing structure of each regional office, including proposed abolishments, redeployments and reclassifications.

Table 12
Staffing requirements for regional offices

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field Security Service*	*General Service*	**Total international**	*National Professional Officer*	*Local level*	*United Nations Volunteers*	**Total**
Approved 2014	–	–	–	1	6	26	25	7	**65**	32	–	**97**	98	337	14	**546**
Proposed 2015	–	–	–	–	7	25	26	7	**65**	32	–	**97**	97	335	14	**543**
Change	–	–	–	(1)	1	(1)	1	–	–	–	–	–	(1)	(2)	–	(3)

Kabul regional office — central region

International staff: downward reclassification of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field Security Service*	*General Service*	**Total international**	*National Professional Officer*	*Local level*	*United Nations Volunteers*	**Total**
Approved 2014	–	–	–	–	1	3	3	1	**8**	4	–	**12**	13	38	1	**64**
Proposed 2015	–	–	–	–	1	2	4	1	**8**	4	–	**12**	13	38	1	**64**
Change	–	–	–	–	–	(1)	1	–	–	–	–	–	–	–	–	–

Kandahar regional office — southern region

International staff: outward redeployment of 1 position; inward redeployment of 1 position

National staff: abolishment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field Security Service*	*General Service*	**Total international**	*National Professional Officer*	*Local level*	*United Nations Volunteers*	**Total**
Approved 2014	–	–	–	1	–	2	3	1	**7**	6	–	**13**	14	51	1	**79**
Proposed 2015	–	–	–	–	1	2	3	1	**7**	6	–	**13**	14	50	1	**78**
Change	–	–	–	(1)	1	–	–	–	–	–	–	–	–	(1)	–	(1)

Herat regional office

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014	–	–	–	–	1	4	5	–	10	6	–	16	14	46	3	79
Proposed 2015	–	–	–	–	1	4	5	–	10	6	–	16	14	46	3	79
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

Balkh (Mazar-e-Sharif) regional office

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014	–	–	–	–	1	5	4	–	10	4	–	14	14	54	2	84
Proposed 2015	–	–	–	–	1	5	4	–	10	4	–	14	14	54	2	84
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

Nangarhar (Jalalabad) regional office

National staff: abolishment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014	–	–	–	–	1	4	5	2	12	5	–	17	16	52	2	87
Proposed 2015	–	–	–	–	1	4	5	2	12	5	–	17	15	52	2	86
Change	–	–	–	–	–	–	–	–	–	–	–	–	(1)	–	–	(1)

Kunduz regional office

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014	–	–	–	–	1	4	3	1	9	4	–	13	14	49	3	79
Proposed 2015	–	–	–	–	1	4	3	1	9	4	–	13	14	49	3	79
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

Paktya (Gardez) regional office — south-eastern region

National staff: abolishment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014	–	–	–	–	1	4	2	2	**9**	3	–	**12**	13	47	2	**74**
Proposed 2015	–	–	–	–	1	4	2	2	**9**	3	–	**12**	13	46	2	**73**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	**(1)**	–	**(1)**

Provincial offices

151. The Mission will continue to operate six provincial offices, in Farah (Farah), Faryab (Maymana), Jawzjan (Shiberghan), Badakhshan (Fayz Abad), Baghlan (Pul-e-Khumri) and Bamyan, with a proposed total staffing strength of 216 positions, as shown in table 13 below.

Table 13
Staffing requirements for provincial offices

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014	–	–	–	–	–	6	7	4	**17**	7	–	**24**	17	170	5	**216**
Proposed 2015	–	–	–	–	–	6	7	4	**17**	7	–	**24**	17	170	5	**216**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

Farah (Farah) (under the Herat regional office/western region)

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2014	–	–	–	–	–	1	1	1	**3**	1	–	**4**	3	28	1	**36**
Proposed 2015	–	–	–	–	–	1	1	1	**3**	1	–	**4**	3	28	1	**36**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

Faryab (Maymana) (under the Balkh regional office/northern region)

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	**Subtotal**	Field Security Service	General Service	**Total international**	National Professional Officer	Local level	United Nations Volunteers	**Total**
Approved 2014	–	–	–	–	–	1	1	–	**2**	1	–	**3**	3	30	1	**37**
Proposed 2015	–	–	–	–	–	1	1	–	**2**	1	–	**3**	3	30	1	**37**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

Jawzjan (Shiberghan) (under the Balkh regional office/northern region)

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	**Subtotal**	Field Security Service	General Service	**Total international**	National Professional Officer	Local level	United Nations Volunteers	**Total**
Approved 2014	–	–	–	–	–	1	1	1	**3**	1	–	**4**	2	23	–	**29**
Proposed 2015	–	–	–	–	–	1	1	1	**3**	1	–	**4**	2	23	–	**29**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

Badakhshan (Fayz Abad) (under the Kunduz regional office/north-eastern region)

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	**Subtotal**	Field Security Service	General Service	**Total international**	National Professional Officer	Local level	United Nations Volunteers	**Total**
Approved 2014	–	–	–	–	–	1	2	–	**3**	1	–	**4**	2	28	–	**34**
Proposed 2015	–	–	–	–	–	1	2	–	**3**	1	–	**4**	2	28	–	**34**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

Baghlan (Pul-e-Khumri) (under the Kunduz regional office/north-eastern region)

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	**Subtotal**	Field Security Service	General Service	**Total international**	National Professional Officer	Local level	United Nations Volunteers	**Total**
Approved 2014	–	–	–	–	–	1	1	1	**3**	1	–	**4**	3	30	–	**37**
Proposed 2015	–	–	–	–	–	1	1	1	**3**	1	–	**4**	3	30	–	**37**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

Bamyan

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field Security Service*	*General Service*	**Total international**	*National Professional Officer*	*Local level*	*United Nations Volunteers*	**Total**
Approved 2014	–	–	–	–	–	**1**	**1**	**1**	**3**	**2**	–	**5**	**4**	**31**	**3**	**43**
Proposed 2015	–	–	–	–	–	**1**	**1**	**1**	**3**	**2**	–	**5**	**4**	**31**	**3**	**43**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

IV. Analysis of resource requirements

Table 13
Detailed cost estimates
(Thousands of United States dollars)

	1 January to 31 December 2014			*Requirements for 2015*			*Variance analysis 2014-2015*
	Appropriation	*Expenditure*	*Variance*	*Total*	*Net*	*Non-recurrent*	*Variance*
Category of expenditure	*(1)*	*(2)*	*(3)=(1)-(2)*	*(4)*	*(5)=(4)-(3)*	*(6)*	*(7)=(4)-(1)*
I. Military and police personnel							
Military observers	730.8	564.9	165.9	730.8	564.9	–	–
United Nations police	240.6	113.0	127.6	240.6	113.0	–	–
Total category I	**971.4**	**677.9**	**293.5**	**971.4**	**677.9**	–	–
II. Civilian personnel costs							
International staff	70 060.2	69 106.5	953.7	72 533.5	71 579.8	–	2 473.3
National staff	40 367.8	42 888.7	(2 520.9)	41 813.9	44 334.8	–	1 446.1
United Nations Volunteers	3 492.0	3 381.7	110.3	3 452.4	3 342.1	–	(39.6)
Total category II	**113 920.0**	**115 376.9**	**(1 456.9)**	**117 799.8**	**119 256.7**	–	**3 879.8**
III. Operational costs							
Consultants	186.1	204.9	(18.8)	195.5	214.3	–	9.4
Official travel	1 880.0	1 681.0	199.0	1 874.5	1 675.5	–	(5.5)
Facilities and infrastructure	33 778.3	30 439.4	3 338.9	33 935.5	30 596.6	1 392.4	157.2
Ground transportation	1 488.7	2 080.9	(592.2)	1 516.7	2 108.9	10.9	28.0
Air transportation	29 468.3	22 069.0	7 399.3	21 937.9	14 538.6	62.1	(7 530.4)
Communications	4 810.1	4 405.5	404.6	4 907.4	4 502.8	150.1	97.3
Information technology	1 981.8	3 024.9	(1 043.1)	2 490.3	3 533.4	189.8	508.5
Medical	562.3	198.1	364.2	642.9	278.7	97.2	80.6

	1 January to 31 December 2014			*Requirements for 2015*			*Variance analysis 2014-2015*
	Appropriation	*Expenditure*	*Variance*	*Total*	*Net*	*Non-recurrent*	*Variance*
Category of expenditure	*(1)*	*(2)*	*(3)=(1)-(2)*	*(4)*	*(5)=(4)-(3)*	*(6)*	*(7)=(4)-(1)*
Other supplies, services and equipment	2 317.5	1 472.3	845.2	1 700.1	854.9	161.2	(617.4)
Total category III	**76 473.1**	**65 576.0**	**10 897.1**	**69 200.8**	**58 303.7**	**2 063.7**	**(7 272.3)**
Total requirements	**191 364.5**	**181 630.8**	**9 733.7**	**187 972.0**	**178 238.3**	**2 063.7**	**(3 392.5)**

A. Military and police personnel

	Appropriation 2014	*Expenditure 2014*	*Variance*	*Total requirements 2015*	*Net requirements 2015*	*Variance 2014-2015*
Military observers	730.8	564.9	165.9	730.8	564.9	–

152. The provision of $730,800 reflects requirements for the deployment of 15 military advisers with respect to mission subsistence allowance, taking into account an estimated vacancy rate of 5 per cent ($576,300); travel costs ($112,500); clothing allowance ($2,000); and death and disability compensation ($40,000).

153. The unencumbered balance in 2014 relates mainly to a reduced rotation of military advisers, offset in part by a lower-than-budgeted vacancy rate.

154. The actual deployment of military personnel in 2014 resulted in an average vacancy rate of less than 1 per cent, compared with the budgeted rate of 5 per cent.

	Appropriation 2014	*Expenditure 2014*	*Variance*	*Total requirements 2015*	*Net requirements 2015*	*Variance 2014-2015*
United Nations police	240.6	113.0	127.6	240.6	113.0	–

155. The provision of $240,600 reflects requirements for the deployment of six United Nations police personnel with respect to mission subsistence allowance, taking into account an estimated vacancy rate of 30 per cent ($169,800); travel costs ($30,000); clothing allowance ($800); and death and disability compensation ($40,000).

156. The unencumbered balance in 2014 relates mainly to a higher-than-budgeted vacancy rate.

157. The actual deployment of United Nations police in 2014 resulted in an average vacancy rate of 60 per cent, compared with the budgeted rate of 30 per cent.

B. Civilian personnel

	Appropriation 2014	*Expenditure 2014*	*Variance*	*Total requirements 2015*	*Net requirements 2015*	*Variance 2014-2015*
International staff	70 060.2	69 106.5	953.7	72 533.5	71 579.8	2 473.3

158. The provision of $72,533,500 reflects requirements for salaries ($24,053,900), common staff costs ($42,654,200) and danger pay allowance ($5,825,400) for the deployment of 399 international staff, including 228 in the Professional category, 170 in the Field Service category and 1 in the General Service category. The cost estimates take into account an estimated vacancy rate of 12 per cent.

159. In line with the Mission's proposed organizational and resource changes, described in paragraphs 25 and 26 above, it is proposed that:

(a) Eight international positions (4 Professional and 4 Field Service) be abolished, as detailed in table 4;

(b) Ten international positions (8 Professional and 2 Field Service) be redeployed, as detailed in table 5;

(c) Five international positions (4 Professional and 1 Field Service) be reclassified, as detailed in table 6;

(d) Six international positions in the Professional category be established, as detailed in table 7.

160. The provision for salaries is budgeted according to the salary scales for international staff, effective January 2013, using step I for Under-Secretary-General and Assistant Secretary-General, step III for D-2, step V for D-1, step VI for P-5, step VII for P-4 and P-3, step VI for P-2 and FS-4, step VII, for Field Service positions.

161. The provision for common staff costs is budgeted at 65 per cent of net salaries and post adjustment and includes the reimbursement of $450 per staff member for rest and recuperation travel in view of the discontinuation of weekly UNAMA flights to Dubai, where rest and recuperation is authorized for Mission staff deployed to all locations in Afghanistan.

162. The provision for danger pay allowance would cover compensation for service under dangerous conditions, payable to international staff deployed to all locations in Afghanistan only and is budgeted at $1,600 per month per international staff member for 10 months, taking into account the two-month rest and recuperation period, during which the entitlement for danger pay is not applicable.

163. The actual deployment of international staff in 2014 resulted in an average vacancy rate of 16 per cent, compared with the budgeted rate of 7 per cent.

164. The net variance between the 2014 appropriations and the 2015 requirements mainly reflects budgeting of common staff costs on the basis of actual expenditures incurred during 2014.

165. The unencumbered balance in 2014 relates mainly to higher-than-budgeted vacancy rates, offset in part by an overrun under common staff costs.

	Appropriation 2014	*Expenditure 2014*	*Variance*	*Total requirements 2015*	*Net requirements 2015*	*Variance 2014-2015*
National staff	40 367.8	42 888.7	(2 520.9)	41 813.9	44 334.8	1 446.1

166. The provision of $41,813,900 reflects requirements for salaries ($25,564,600), common staff costs ($8,815,300), compensation for deployment to a dangerous duty station ($7,233,600), and overtime ($200,400) for 1,202 national staff positions, including 186 National Professional Officer and 1,016 Local level positions. The cost estimates take into account an estimated vacancy rate of 6 per cent for National Professional Officers and 4 per cent for Local level staff.

167. In line with the Mission's proposed organizational and resource changes, described in paragraphs 25 and 26 above, it is proposed that:

(a) Seven national positions (1 National Professional Officer and 6 Local level) be abolished, as detailed in table 4;

(b) Three national positions (2 National Professional Officer and 1 Local level) be redeployed, as detailed in table 5.

168. The provision for salaries is budgeted using salary scales for Afghanistan (revision 14) effective 1 March 2014 and for Kuwait (revision 10) effective April 2008.

169. The provision for common staff costs is budgeted at 34.5 per cent of net national salaries.

170. The provision for danger pay allowance would cover compensation for deployment to a dangerous duty station.

171. The provision for overtime is foreseen for national drivers who cover services outside of business hours.

172. The actual deployment of national staff in 2014 resulted in average vacancy rates of 6 per cent and 4 per cent for National Officers and Local level staff respectively.

173. The net variance between the 2014 appropriations and the 2015 requirements mainly reflects increases in the salary scales for national staff.

174. The overrun in 2014 relates mainly to increases in the salary scales for national staff of 2.5 per cent for National Professional Officers and 7.4 for Local level staff, effective 1 March 2014.

	Appropriation 2014	*Expenditure 2014*	*Variance*	*Total requirements 2015*	*Net requirements 2015*	*Variance 2014-2015*
United Nations Volunteers	3 492.0	3 381.7	110.3	3 452.4	3 342.1	(39.6)

175. The provision of $3,452,400 reflects requirements for the deployment of 80 United Nations Volunteers to cover recurrent and non-recurrent costs ($3,196,700); danger pay, taking into account an estimated vacancy rate of 11 per cent; and programme support costs payable to the United Nations Volunteers headquarters in

Bonn, Germany, at the rate of 8 per cent of the total United Nations Volunteers costs ($255,700).

176. In line with the Mission's proposed organizational and resource changes, described in paragraphs 25 and 26 above, it is proposed that one United Nations Volunteer be abolished as detailed in table 4.

177. The cost estimates take into account a vacancy rate of 11 per cent for 2015. The actual deployment of United Nations Volunteers in 2014 resulted in an average vacancy rate of 18 per cent, compared with the budgeted rate of 11 per cent.

178. The unencumbered balance in 2014 relates mainly to a higher-than-budgeted vacancy rate.

179. The net variance between the 2014 appropriations and the 2015 requirements mainly reflects the proposed abolishment of one United Nations Volunteer in the Geographic Information Section.

C. Operational costs

	Appropriation 2014	*Expenditure 2014*	*Variance*	*Total requirements 2015*	*Net requirements 2015*	*Variance 2014-2015*
Consultants	186.1	204.9	(18.8)	195.5	214.3	9.4

180. The provision of $195,500 reflects requirements for the engagement of consultants for the provision of technical and specialized expertise with respect to non-training activities carried out to support substantive areas of the Mission ($47,000) and training activities for Mission personnel ($148,500).

181. The variance between the 2015 requirements and the 2014 approved budget mainly reflects a new requirement for joint consultancy with UNDP to evaluate the organizational restructuring of the civil affairs and rule of law activities in the Mission.

182. The overrun in 2014 relates mainly to the need to cover an unforeseen increased contribution to the Management Development Programme for staff of the Mission.

	Appropriation 2014	*Expenditure 2014*	*Variance*	*Total requirements 2015*	*Net requirements 2015*	*Variance 2014-2015*
Official travel	1 880.0	1 681.0	199.0	1 874.5	1 675.5	(5.5)

183. The provision of $1,874,500 reflects requirements for official travel to carry out non-training ($1,518,300) and training ($356,200) activities.

184. The proposed requirements for official travel of staff for non-raining activities include travel within and outside the Mission area, as follows:

(a) Travel within the Mission area includes travel of staff of Mission Support and of heads of regional offices, including the liaison offices in Islamabad and Tehran, to attend regular monthly meetings with the Special Representative of the

Secretary-General and senior management of the Mission. In addition, travel within the Mission area is required in order to provide essential technical support to field offices and to ensure that regular programme consultation takes place among the various components of the Mission to enable it to achieve the efficient implementation of its mandate;

(b) Travel outside the Mission area includes official travel of the Special Representative of the Secretary-General and members of his senior staff in connection with the implementation of the Mission's mandate to attend various high-level conferences on Afghanistan and to visit and hold meetings with donor countries in their capital cities; official travel for consultations with political counterparts and the provision of briefings to the Security Council in New York; official travel of staff to conferences, seminars, workshops and consultations; and official travel of staff to enable the Middle East and West Asia Division team to carry out political and operational consultations in Kabul.

185. The variance between the 2015 requirements and the 2014 approved budget mainly reflects decreased requirements for official travel of staff within the Mission area for non-training activities owing to the increased use of information and communication technology tools available in-house.

186. The unencumbered balance in 2014 relates mainly to a reduced number of trips undertaken by staff, as the result of the institution of a stricter travel policy.

	Appropriation 2014	*Expenditure 2014*	*Variance*	*Total requirements 2015*	*Net requirements 2015*	*Variance 2014-2015*
Facilities and infrastructure	33 778.3	30 439.4	3 338.9	33 935.5	30 596.6	157.2

187. The provision of $33,935,500 reflects requirements for facilities and infrastructure with respect to:

(a) Acquisitions valued at $1,660,000, including freight charges, comprising: accommodation furniture and equipment ($169,000); maintenance supplies ($128,000); generators and electrical equipment ($140,000); water purification equipment, septic and fuel tanks and pumps ($42,000); office and other equipment ($472,000); and field defence, security and safety, firefighting, observation and personal protection equipment ($709,000);

(b) Rental of premises in Kabul and in regions and provinces in Afghanistan, as well as in Islamabad, Tehran and Dubai ($4,239,600);

(c) Utilities and waste disposal services ($726,100);

(d) Maintenance, cleaning, surge support, pest control and waste disposal services, including the cost of the casual labour of electricians and plumbers and of sewage, cleaning and other building maintenance services for all Mission locations ($3,427,700);

(e) Security services estimated at $11,850,000, including:

(i) The Mission's share of the cost of Afghan Protection Services deployed to secure various United Nations compounds in Kabul and throughout the regions ($1,595,800);

(ii) Unarmed guard services deployed to secure UNAMA compounds in Kabul and throughout the regions ($414,100);

(iii) Winter uniforms for armed static guards ($2,700);

(iv) Deployment of international armed guards in Kabul and the field offices ($7,313,200);

(v) Road missions, including meal allowance for armed escorts and rental of escort vehicles from local vendors ($1,225,000);

(vi) Canine services, including dogs and dog handlers, based in Kabul and Kandahar ($588,900);

(vii) The Mission's share of the cost of security under common security arrangements for the Kuwait Office ($302,100);

(viii) Special meal allowances for UNAMA armed static guards and quick-reaction force armed static guards ($408,200);

(f) Alteration, renovation and construction services for various Mission locations at headquarters in Kabul and in all field offices ($4,063,900);

(g) Stationery and office supplies ($135,200);

(h) Spare parts for the maintenance of staff accommodation units and office and miscellaneous equipment and spare parts ($570,200);

(i) Field defence supplies to maintain the safety and security of UNAMA premises and staff throughout the Mission area ($63,500);

(j) Petrol, oil and lubricants for generators, based on an estimated consumption of 6 million litres of generator fuel, at a rate of $1.19 per litre ($7,158,300);

(k) Sanitation and cleaning materials and supplies for Mission offices and staff accommodation units in Kabul and field offices ($41,000).

188. The variance between the 2015 requirements and the 2014 approved budget mainly reflects the increased cost of security services and utilities and waste disposal services, offset in part by the reduced price of fuel for generators.

189. The unencumbered balance in 2014 relates mainly to lower-than-budgeted requirements for security services, decreased prices for fuel for generators and recoveries from agencies for the use of UNAMA premises and facilities.

	Appropriation 2014	*Expenditure 2014*	*Variance*	*Total requirements 2015*	*Net requirements 2015*	*Variance 2014-2015*
Ground transportation	1 488.7	2 080.9	(592.2)	1 516.7	2 108.9	28.0

190. The provision of $1,516,700 reflects requirements for the Mission's ground transportation fleet, which comprises 322 vehicles, including 26 light vehicles,

13 medium vehicles, 3 heavy vehicles, 247 armoured civilian vehicles, 10 items of material handling equipment, 2 armoured delivery vans, 5 vehicle attachments, 1 item of airfield equipment, 10 armoured ambulances, 4 armoured VIP vehicles and 1 aircraft towing tractor, as follows:

(a) Freight charges to cover the acquisition of 3 VIP armoured vehicles and 1 aircraft towing tractor in December 2014 ($50,000);

(b) The acquisition of additional vehicle workshop equipment and tools for the Mission's auto repair shops ($10,900);

(c) The rental of specialized vehicles and heavy equipment for engineering use ($58,100);

(d) Insurance to cover third-party liability for vehicles and items of material handling equipment ($14,900);

(e) Spare parts and repair and maintenance of vehicles ($628,700);

(f) Petrol, oil and lubricants based on an estimated consumption of 598,700 litres per year for all UNAMA vehicles at a cost of $1.19 per litre, offset in part by off-the-road vehicle adjustments and recoveries from national staff for pick-up and drop-off services ($754,100).

191. The variance between the 2015 requirements and the 2014 approved budget mainly reflects increased provisions to cover the cost of maintenance and spare parts for vehicles, offset in part by the reduced price of fuel.

192. The overrun in 2014 relates mainly to unforeseen requirements to retrofit vehicles with tinted windows and the acquisition of one aircraft towing tractor and 3 additional armoured VIP vehicles, offset in part by the reduced price of fuel.

	Appropriation 2014	*Expenditure 2014*	*Variance*	*Total requirements 2015*	*Net requirements 2015*	*Variance 2014-2015*
Air transportation	29 468.3	22 069.0	7 399.3	21 937.9	14 538.6	(7 530.4)

193. The provision of $21,937,900 reflects requirements for the Mission's air fleet, which comprises six aircraft, including three fixed-wing and three rotary-wing aircraft, operating a total of 3,000 hours (1,500 hours each), as follows:

(a) Rental and operation of fixed-wing aircraft ($10,292,400);

(b) Rental and operation of rotary-wing aircraft ($8,453,000);

(c) Petrol, oil and lubricants, based on an estimated consumption of 2.0 million litres of aviation fuel and 3,000 flight hours at a rate of $1.471 per litre, offset in part by anticipated recoveries from United Nations agencies for the use of UNAMA aircraft ($2,924,800);

(d) Liability insurance ($58,300);

(e) Landing fees and ground handling charges ($57,900);

(f) Air safety equipment and supplies related to air safety and the maintenance of airfields and helipads and for personal safety and maintenance of the UNAMA terminal ($62,100);

(g) Aircrew subsistence allowance ($13,600);

(h) Air transport services, including air navigation charges for UNAMA flights; charges for air tracking services; installation of an airport surveillance system at the UNAMA terminal to improve safety standards; yearly subscriptions to aviation planning software and electronic charts to allow for proper planning of internal and international flights; and aircraft de-icing services ($75,800).

194. The variance between the 2015 requirements and the 2014 approved budget relates mainly to an overall reduction in the utilization of the Mission air fleet, which in turn resulted in lower contractual costs to operate the fleet, including lower charges for rental and operation, services and ground handling and reduced consumption of fuel, as well as to the lower price of fuel.

195. The unencumbered balance in 2014 relates mainly to an overall reduction in the utilization of the Mission's air fleet during 2014, which in turn resulted in lower charges for rental and operation, services and ground handling and reduced consumption of fuel.

	Appropriation 2014	*Expenditure 2014*	*Variance*	*Total requirements 2015*	*Net requirements 2015*	*Variance 2014-2015*
Communications	4 810.1	4 405.5	404.6	4 907.4	4 502.8	97.3

196. The provision of $4,907,400 reflects requirements for communications with respect to:

(a) The acquisition of additional communications equipment ($133,400);

(b) Commercial communications, partially offset by anticipated recoveries from staff for personal calls and from other agencies for the use of telephone lines ($3,131,200);

(c) Communications support services ($898,200);

(d) Spare parts and supplies ($181,600);

(e) The acquisition of broadcasting equipment and services, printing and reproduction, supplies and maintenance, and subscriptions for public information ($563,000).

197. The variance between the 2015 requirements and the 2014 approved budget mainly reflects the increased cost of communications support services, offset in part by the lower cost of commercial communications.

198. The unencumbered balance in 2014 relates mainly to the lower-than-budgeted cost of commercial communications.

	Appropriation 2014	*Expenditure 2014*	*Variance*	*Total requirements 2015*	*Net requirements 2015*	*Variance 2014-2015*
Information technology	1 981.8	3 024.9	(1 043.1)	2 490.3	3 533.4	508.5

199. The provision of $2,490,300 reflects requirements for information technology with respect to:

(a) The acquisition of equipment for network and data security ($189,800);

(b) The acquisition, support and maintenance of various software packages, including Mission-specific software, firewalls and geographic information ($718,100);

(c) The provision of centralized information technology services to Mission headquarters in Kabul and to all field offices, as well as centralized data storage services at the United Nations Logistics Base at Brindisi, Italy, and the outsourcing of the Mission's uninterruptible power supply maintenance ($1,235,300);

(d) Spare parts and supplies ($347,100).

200. The variance between the 2015 requirements and the 2014 approved budget mainly reflects the acquisition of additional equipment to ensure network and data security and the inclusion of a new provision to cover centralized information technology services, in particular support for software.

201. The overrun in 2014 relates mainly to unforeseen requirements for the acquisition of additional equipment, software packages and information technology services.

	Appropriation 2014	*Expenditures 2014*	*Variance*	*Total requirements 2015*	*Net requirements 2015*	*Variance 2014-2015*
Medical	562.3	198.1	364.2	642.9	278.7	80.6

202. The provision of $642,900 reflects requirements for the provision of medical services to staff deployed to all locations in Afghanistan ($230,400), acquisition and replacement of medical equipment ($97,200) and medical supplies, including medicines and laboratory supplies ($315,300).

203. The variance between the 2015 requirements and the 2014 approved budget mainly reflects the inclusion of a new provision to cover the UNAMA share of the United Nations Medical Emergency Response Team.

204. The unencumbered balance in 2014 relates mainly to reduced requirements to cover the costs of medical/casualty evacuations and medical supplies.

	Appropriation 2014	*Expenditure 2014*	*Variance*	*Total requirements 2015*	*Net requirements 2015*	*Variance 2014-2015*
Other supplies, services and equipment	2 317.5	1 472.3	845.2	1 700.1	854.9	(617.4)

205. The provision of $1,700,100 reflects requirements for other supplies, services and equipment with respect to:

(a) Welfare items for two Mission compounds in Kabul and field offices in the regions and provinces, including the maintenance of welfare and recreational facilities, recreation and entertainment equipment and supplies, and other welfare items ($85,300);

(b) Uniforms, flags and decals for security personnel, including uniforms for local security guards and drivers, and safety and protective clothing items and footwear for staff in engineering, transport and supplies, and movement control areas ($161,200);

(c) Training fees, supplies and services ($135,500);

(d) Official functions for field offices ($23,000);

(e) Hospitality for the use of the Special Representative of the Secretary-General and the Deputy Special Representative of the Secretary-General in supporting their official interactions and those of their senior teams with other international stakeholders ($19,000);

(f) General insurance to provide coverage for cash in transit and for the shipment of equipment and supplies to the Mission area ($49,600);

(g) Bank charges payable to financial institutions in locations where the Mission maintains bank accounts ($853,200);

(h) Miscellaneous claims and adjustments to cover third-party claims for incidents caused by Mission staff in the course of the performance of their official duties and claims for the loss of personal effects ($31,500);

(i) Freight costs, including mail and pouch services, freight forwarding and related costs to cover the shipment of materials and supplies, shipment of equipment, and the cost of demurrage and storage and custom clearance ($258,000);

(j) Rations, including the maintenance of the emergency stock of rations (ready-to-eat meals) and the supply of filtered water in the offices for the consumption of staff ($83,800).

206. The variance between the 2015 requirements and the 2014 approved budget mainly reflects reduced requirements to cover costs related to custom clearance and freight forwarding, including demurrages charges, taking into account that fewer acquisitions are planned for 2015.

207. The unencumbered balance in 2014 relates mainly to lower-than-anticipated requirements in the following areas: (a) acquisition of office and residential equipment, particularly air conditioners and baseboard heaters, resulting also in reduced freight forwarding and customs clearance charges; (b) requirements for training activities, including fees, supplies and services; and (c) replenishment of rations, as the surplus from 2013 could be stocked for 2014.

V. Actions requested of the General Assembly

208. **The General Assembly is requested:**

(a) To approve the budget in the amount of $187,972,000 (net of staff assessment) for UNAMA for the period from 1 January to 31 December 2015;

(b) To appropriate, under the procedures provided for in paragraph 11 of annex I to resolution 41/213, an additional amount of $84,698,800 under section 3, Political affairs, of the programme budget for the biennium 2014-2015, after taking into account the unencumbered balance of $9,733,700 for 2014, and

the amount of $93,539,500 appropriated by the General Assembly in its resolution 69/262 as interim resources for UNAMA for 2015;

(c) To appropriate an amount of $7,118,000 under section 36, Staff assessment, of the programme budget for the biennium 2014-2015, to be offset by a corresponding amount under income section 1, Income from staff assessment.

VI. Summary of follow-up action taken to implement relevant recommendations of internal and external oversight bodies and of the Advisory Committee on Administrative and Budgetary Questions

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions	
Estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council (A/68/7/Add.10 and Corr.1)	
The Advisory Committee notes the increase in common staff costs for national staff in the proposed budget for 2014 for UNAMA, which reflects the calculation of common staff costs at 35 per cent of the net salaries for 2014 as compared to 25 per cent until 2013. Upon enquiry, the Committee was informed that 25 per cent had consistently proven insufficient as compared to the actual common staff costs incurred. **The Committee requested, but did not receive, information on common staff costs for all missions. The Committee requests that the information on common staff costs, including variances, be provided in the budget proposals for special political missions for 2015.** (para. 21)	The trend of actual expenditures on common staff costs in UNAMA during 2014 reveals that 35 per cent is closer to the actual cost. That percentage is therefore used for 2015. Statistics on actual costs are provided below: • Net salaries 2014 = $26,084,500 • Common staff cost 2014 = $9,272,733 • Common staff costs as a percentage of net salaries 2014 = 35.5 per cent
The Advisory Committee notes that there has been a certain degree of improvement in the presentation and content of the budget estimates for 2014, such as the inclusion of annexes IV to VIII, providing information on, inter alia, staffing changes and vacancy rates, as well as the expansion of the subsection on the operational environment in section I.F of the main report of the Secretary-General. The Secretary-General indicates that, in line with the comments and suggestions of the Committee, efforts continue to be made to adapt and follow, as closely as is practical, the format and presentation of budgets for peacekeeping operations. **In this connection, the Committee notes the efforts made by the Secretary-General to improve the presentation and content of his budget proposals, as requested by the Committee. The Committee is, nonetheless, of the view that the Secretary-General should further improve the presentation and content, as well**	The recommendation has been implemented. The annual budget proposal for UNAMA is prepared and submitted for consideration in the format used for peacekeeping operations. UNAMA will continue to provide comprehensive information related to cross-cutting issues.

Brief description of the recommendation	*Action taken to implement the recommendation*
as the consistency of information of his budget proposals for special political missions by presenting comprehensive information related to cross-cutting issues in a format similar to that of the overview report on the financing of peacekeeping operations, with more detailed supplementary financial information to be provided to the Committee, including the budgets for UNAMA and UNAMI, in order to facilitate the consideration of the issues and decision-making by the General Assembly. (para. 26)	
With respect to the results-based-budgeting frameworks, the Advisory Committee was informed that, for thematic cluster II, a holistic review of the concerned section of the budget document was undertaken in order to harmonize, to the extent possible, expected accomplishments, indicators of achievement and outputs, with a view to applying a common approach by which the monitoring entities are supported, as well as consistency in measuring and managing their performance. **The Committee welcomes the efforts made to improve the presentation of the results-based-budgeting frameworks in cluster II.** The Committee notes, however, that a number of expected accomplishments and indicators of achievement for some missions still lack clarity and accuracy regarding what could or should be achieved by the concerned missions in relation to the mandates and related activities. For example, indicators of achievement and performance measures could be more precise and measurable for the Office of the Special Envoy for the Great Lakes Region and the Joint Special Representative for Syria under cluster I, and the United Nations Integrated Peacebuilding Office in Guinea-Bissau (UNIOGBIS) and the Office of the United Nations Special Coordinator for Lebanon (UNSCOL) under cluster III. **The Committee reiterates its view that certain expected accomplishments and related indicators of achievement can be improved in order to better reflect what could realistically be achieved by the respective missions and the activities for which the missions could be held accountable. The Committee further expresses its view that, from the viewpoint of its role in the budgetary review process, the logical**	UNAMA continues to improve the quality of results-based-budgeting frameworks in extensive consultation with all colleagues in the Mission and at Headquarters in New York.

Brief description of the recommendation	*Action taken to implement the recommendation*
frameworks require improvement if they are to enable Member States to assess how effectively mandates are being implemented and also meet the specific needs of the Secretariat to use such frameworks as planning and monitoring tools. (para. 27)	
The Advisory Committee has commented on the consistency in the organizational nomenclature used by the Secretariat in its consideration of the proposed programme budget for the biennium 2014-2015. In its review of the proposed budgets for the special political missions for 2014, the Committee notes a number of inconsistencies in the application of the guidance for the organizational nomenclature, such as the nomenclature used by UNAMA. The Committee was informed that UNAMA would issue the relevant guidance to managers for a revision and update. **The Committee reiterates that the existing guidance should be applied consistently across all missions, with clear explanations provided for any variations from it.** (para. 28)	UNAMA proposed the reclassification of one D-2 position to the D-1 level in the Political Affairs Division. Further, the Mission has reviewed the structure of regional and provincial offices in order to harmonize the levels of heads of offices, for which it is proposed that they all be at the P-5 level.
The Secretary-General provides information under cost-benefit analysis in paragraphs 62 to 66 of his report (A/68/327). According to the report, there are savings as a result of the lower international staff costs in Kuwait compared with Afghanistan and Iraq. Furthermore, the Human Resources Section of the Kuwait Joint Support Office has the capacity and the ability to support the current client missions, as well as additional smaller missions if there is a need. Consequently, a positive result of the establishment of the Office has been the delegation of authority to it to support the Office of the Special Adviser of the Secretary-General on Yemen, within existing resources. **The Advisory Committee is of the view that the Secretary-General has not provided sufficient information on the costs and benefits of the Kuwait Joint Support Office. For example, some areas of improvement identified by the Secretary-General as a result of the establishment of the Office, such as reviewing and streamlining business processes and managing operations against performance indicators, are identical to all missions and offices. The Committee**	With the establishment of the Kuwait Joint Support Office, the Organization has been able to realize ongoing savings in personnel costs as a result of the lower cost of international staff in Kuwait compared with Afghanistan and Iraq, which is primarily due to lower duty station hardship allowance, loss of rest and recuperation entitlement, lower education grant entitlements and lower home leave and family visit travel entitlements. This savings results in an estimated $1.4 million savings annually compared with maintaining the same number of personnel in Iraq or Afghanistan. The benefits of remote service provision were first realized in 2013 and are a recurring benefit for the Organization. Further, in 2015, the Kuwait Joint Support Office expects to reduce its total costs by $1.6 million in comparison with the 2014 approved budget. In addition, as a result of the establishment of the Office, the following additional benefits have been realized: (a) business processes continue to be reviewed and streamlined as a result of implementing Umoja, and internal

Brief description of the recommendation	*Action taken to implement the recommendation*
therefore recommends that the General Assembly requests the Secretary-General to provide full costs and benefits of the Office in the budget for 2015 for the special political missions. (para. 38)	controls are being built and constantly evaluated to address performance gaps and provide more efficient services; and (b) the Office is managing its operations and service delivery against key performance indicators for each service provided to its client missions. Measuring performance against these established performance indicators, including feedback from the client missions and from customer satisfaction surveys is helping the management of the Office to assess its successes and failures and better prepare it to redefine its processes and further enhance service delivery.
The Advisory Committee was informed, upon enquiry, that the additional international armed guards would be deployed in Kabul and in the field offices, where the security situation was already volatile or becoming so, and that the requirement reflected the increased number of international armed guards, an increase in their remuneration and a new requirement for a country director, who would be responsible for the administration of the international armed guards. The Committee was informed, upon further enquiry, that the international armed guards in UNAMA were in fact contractual personnel of private security firms providing services to the United Nations. **The Committee recalls that, in its report on the use of private security, it had recommended that the relevant committees of the General Assembly consider the United Nations policy on the use of armed private security companies, and also recalls section V of General Assembly resolution 67/254 A, in which the Assembly stressed the importance of ensuring that all measures necessary are taken to avoid legal and reputational risks for the Organization in using armed security services of private security companies. In the same resolution, the Assembly further requested the Secretary-General to provide clarification on the operational criteria for when the use of armed security services from private security companies could be appropriate for United Nations operations at Headquarters and field locations and to report thereon in the relevant reports to the General Assembly. The**	UNAMA will ensure that further budget proposals clearly distinguish between requirements for the armed guards provided by police- and troop-contributing countries and those obtained from private security companies, as appropriate.

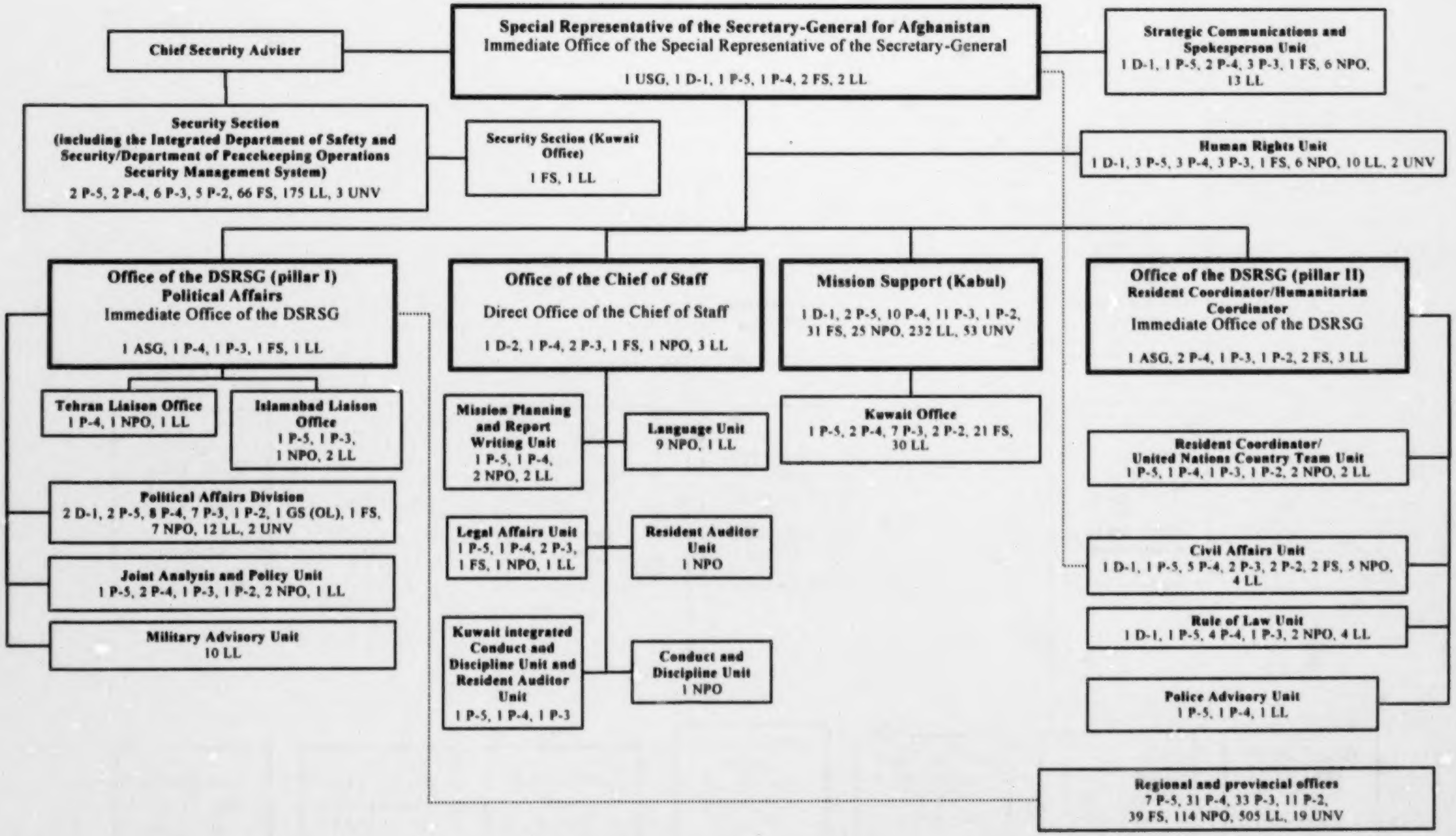
Brief description of the recommendation	*Action taken to implement the recommendation*
Committee recommends that the Assembly request the Secretary-General to provide information on the use of private security companies in all future budgets for special political missions. Furthermore, in light of the fact that the name "United Nations guards" is used to refer to personnel provided by police- and troop-contributing countries, the Committee believes that it is not appropriate to use the term "international armed guards" to refer to private security personnel. In this connection, the Committee expects the Secretary-General to clearly distinguish in all budgetary proposals between requirements for the armed guards provided by police- and troop-contributing countries and those obtained from private security companies, as appropriate. (para. 180)	
The Advisory Committee notes that regional and provincial offices of UNAMA are headed at the D-1, P-5 and P-4 levels. It is proposed that the UNAMA regional and provincial offices in Kabul, Herat, Balkh (Mazar-e-Sharif), Nangharhar, Kunduz and Paktya (Gardez) be headed at the P-5 level, while the UNAMA presence in Jawzjan and Bamyan is to be headed at the P-4 level. The Committee notes that while it is proposed that the Kandahar office continue to be headed at the D-1 level, the staffing of the office is to be reduced by 11 positions, from 90 in 2013 to 79 in 2014. **The Committee recommends that the General Assembly request UNAMA to review the structure of regional and provincial offices with the aim of harmonizing the levels of the heads of regional and provincial offices in accordance with the relevant internal guidance on organizational nomenclature, and to report thereon in the context of the 2015 budget submission.** (para. 191)	**UNAMA has reviewed the structure of regional and provincial offices in order to harmonize the levels of heads of offices. The proposal for 2015 includes a repositioning of all heads of regional offices at the P-5 level.**
The Advisory Committee further considers that the reduction in the field presence of UNAMA, as well as the proposed abolishment of 242 positions in 2014, has affected continuing requirements for high-level positions in both the substantive and support components of the Mission, and it expects that	The budget proposal for UNAMA for 2015 includes proposed staffing changes, as detailed in paragraphs 25 and 26 and tables 2 to 7 above.

Brief description of the recommendation	*Action taken to implement the recommendation*
the budget for 2015 will reflect the review of the levels of senior positions and any necessary adjustments to the staffing table. (para. 192)	
The Advisory Committee notes that the number of resident auditors in UNAMA is proposed to be increased, while the Mission continues to reduce its staffing in Afghanistan overall. The Committee recognizes the need for the presence of a resident auditor in Kabul, and recommends approval of the proposed new position at the National Professional Officer level for resident auditor in Kabul; however, it considers that the new position in Kabul should result in a reduced requirement for the resident auditor capacity in Kuwait. The Committee therefore expects that a commensurate reduction in resident auditor staffing in Kuwait will be reflected in the UNAMA proposed budget for 2015. (para. 197)	One Field Service position was approved in the UNAMA budget for 2013. It was included in the proposed budget for 2014 under the Resident Audit Unit in Kuwait. This position was later abolished in the approved budget for 2014. Action to implement the recommendation was therefore taken and completed in the approved budget for 2014.
The Advisory Committee also recalls its previous comments on the Kuwait Joint Support Office and recommends that the Secretary-General be requested to examine the optimal location for the resident auditors to best serve the missions in the region and to report thereon in the context of the 2015 budget for special political missions. (para. 198)	Changes resulting from a review of the optimal location for the resident auditors to best serve the missions in the region will be included in the proposed programme budget for the biennium 2016-2017.
The Advisory Committee stresses the importance of the effective coordination of United Nations activities in Afghanistan to the implementation of the UNAMA mandate, and it welcomes the efforts undertaken by the Mission to improve coordination with the United Nations country team. The Committee encourages the Mission to continue its active engagement with the country team to ensure that effective executive coordination mechanisms are in place to effectively implement the United Nations Development Assistance Framework process and to report on progress made in this regard in the context of the 2015 budget submission. (para. 206)	UNAMA will continue to work in full coordination of the country team and towards portraying the image of one United Nations.

Annex I

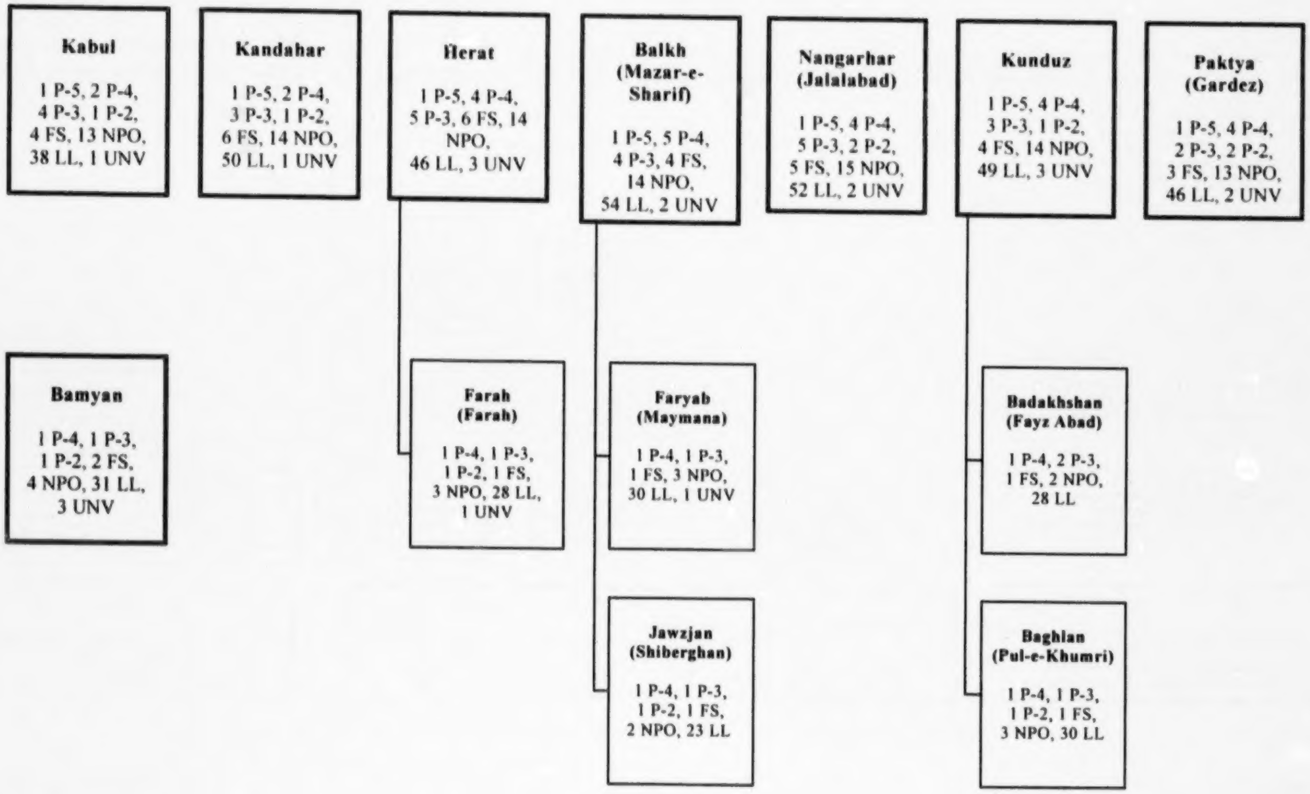
Organization charts

A. United Nations Assistance Mission in Afghanistan

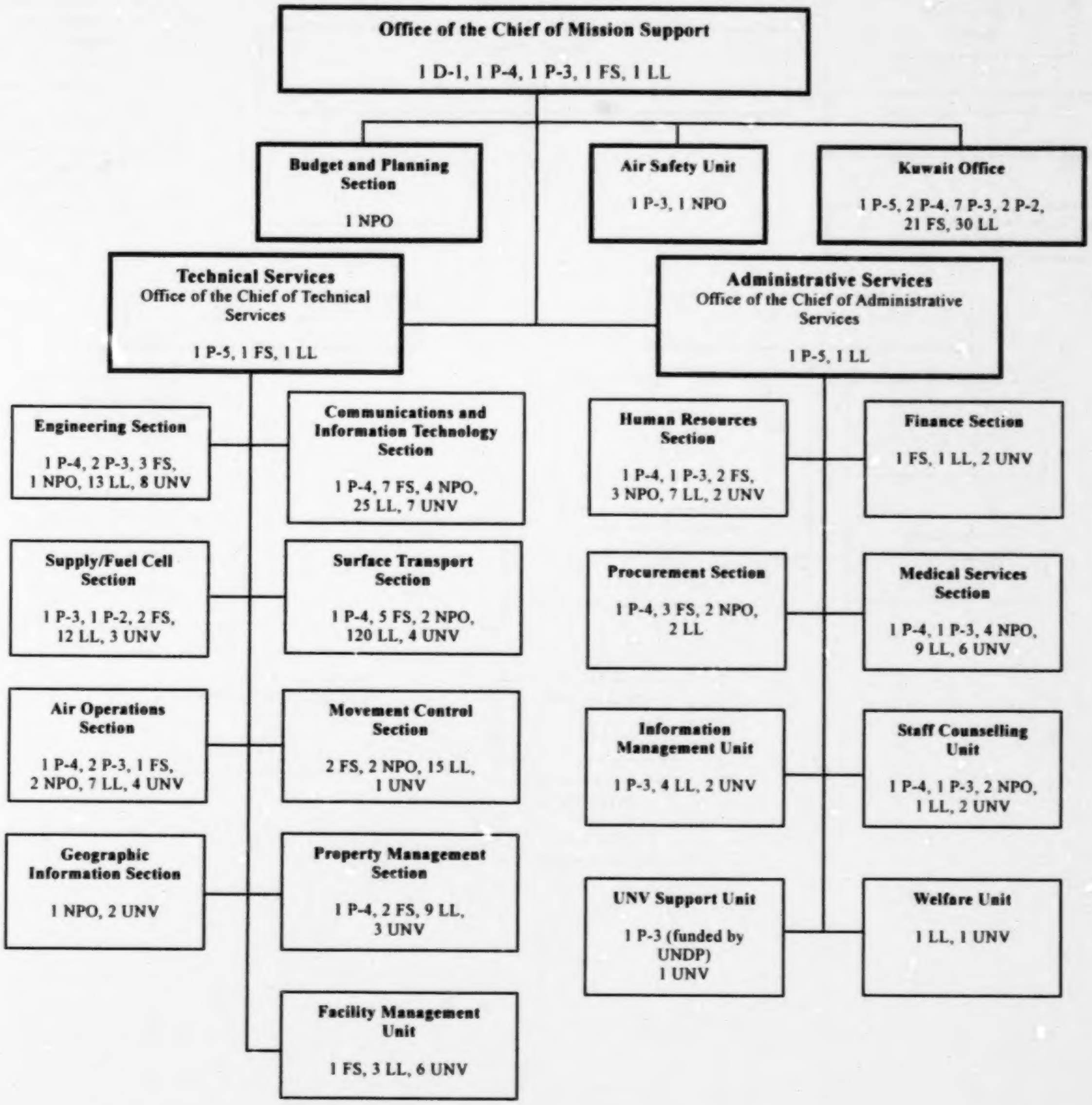

Special Representative of the Secretary-General for Afghanistan
Immediate Office of the Special Representative of the Secretary-General
1 USG, 1 D-1, 1 P-5, 1 P-4, 2 FS, 2 LL
Chief Security Adviser
Security Section
(including the Integrated Department of Safety and Security/Department of Peacekeeping Operations Security Management System)
2 P-5, 2 P-4, 6 P-3, 5 P-2, 66 FS, 175 LL, 3 UNV
Security Section (Kuwait Office)
1 FS, 1 LL
Strategic Communications and Spokesperson Unit
1 D-1, 1 P-5, 2 P-4, 3 P-3, 1 FS, 6 NPO, 13 LL
Human Rights Unit
1 D-1, 3 P-5, 3 P-4, 3 P-3, 1 FS, 6 NPO, 10 LL, 2 UNV
Office of the DSRSG (pillar I)
Political Affairs
Immediate Office of the DSRSG
1 ASG, 1 P-4, 1 P-3, 1 FS, 1 LL
Tehran Liaison Office
1 P-4, 1 NPO, 1 LL
Islamabad Liaison Office
1 P-5, 1 P-3, 1 NPO, 2 LL
Political Affairs Division
2 D-1, 2 P-5, 8 P-4, 7 P-3, 1 P-2, 1 GS (OL), 1 FS, 7 NPO, 12 LL, 2 UNV
Joint Analysis and Policy Unit
1 P-5, 2 P-4, 1 P-3, 1 P-2, 2 NPO, 1 LL
Military Advisory Unit
10 LL
Office of the Chief of Staff
Direct Office of the Chief of Staff
1 D-2, 1 P-4, 2 P-3, 1 FS, 1 NPO, 3 LL
Mission Planning and Report Writing Unit
1 P-5, 1 P-4, 2 NPO, 2 LL
Language Unit
9 NPO, 1 LL
Legal Affairs Unit
1 P-5, 1 P-4, 2 P-3, 1 FS, 1 NPO, 1 LL
Resident Auditor Unit
1 NPO
Kuwait integrated Conduct and Discipline Unit and Resident Auditor Unit
1 P-5, 1 P-4, 1 P-3
Conduct and Discipline Unit
1 NPO
Mission Support (Kabul)
1 D-1, 2 P-5, 10 P-4, 11 P-3, 1 P-2, 31 FS, 25 NPO, 232 LL, 53 UNV
Kuwait Office
1 P-5, 2 P-4, 7 P-3, 2 P-2, 21 FS, 30 LL
Office of the DSRSG (pillar II)
Resident Coordinator/Humanitarian Coordinator
Immediate Office of the DSRSG
1 ASG, 2 P-4, 1 P-3, 1 P-2, 2 FS, 3 LL
Resident Coordinator/ United Nations Country Team Unit
1 P-5, 1 P-4, 1 P-3, 1 P-2, 2 NPO, 2 LL
Civil Affairs Unit
1 D-1, 1 P-5, 5 P-4, 2 P-3, 2 P-2, 2 FS, 5 NPO, 4 LL
Rule of Law Unit
1 D-1, 1 P-5, 4 P-4, 1 P-3, 2 NPO, 4 LL
Police Advisory Unit
1 P-5, 1 P-4, 1 LL
Regional and provincial offices
7 P-5, 31 P-4, 33 P-3, 11 P-2, 39 FS, 114 NPO, 505 LL, 19 UNV

Abbreviations: SRSG, Special Representative of the Secretary-General; DSRSG, Deputy Special Representative of the Secretary-General; USG, Under-Secretary-General; ASG, Assistant Secretary-General; FS, Field Service; NPO, National Professional Officer; LL, Local level; UNV, United Nations Volunteer.

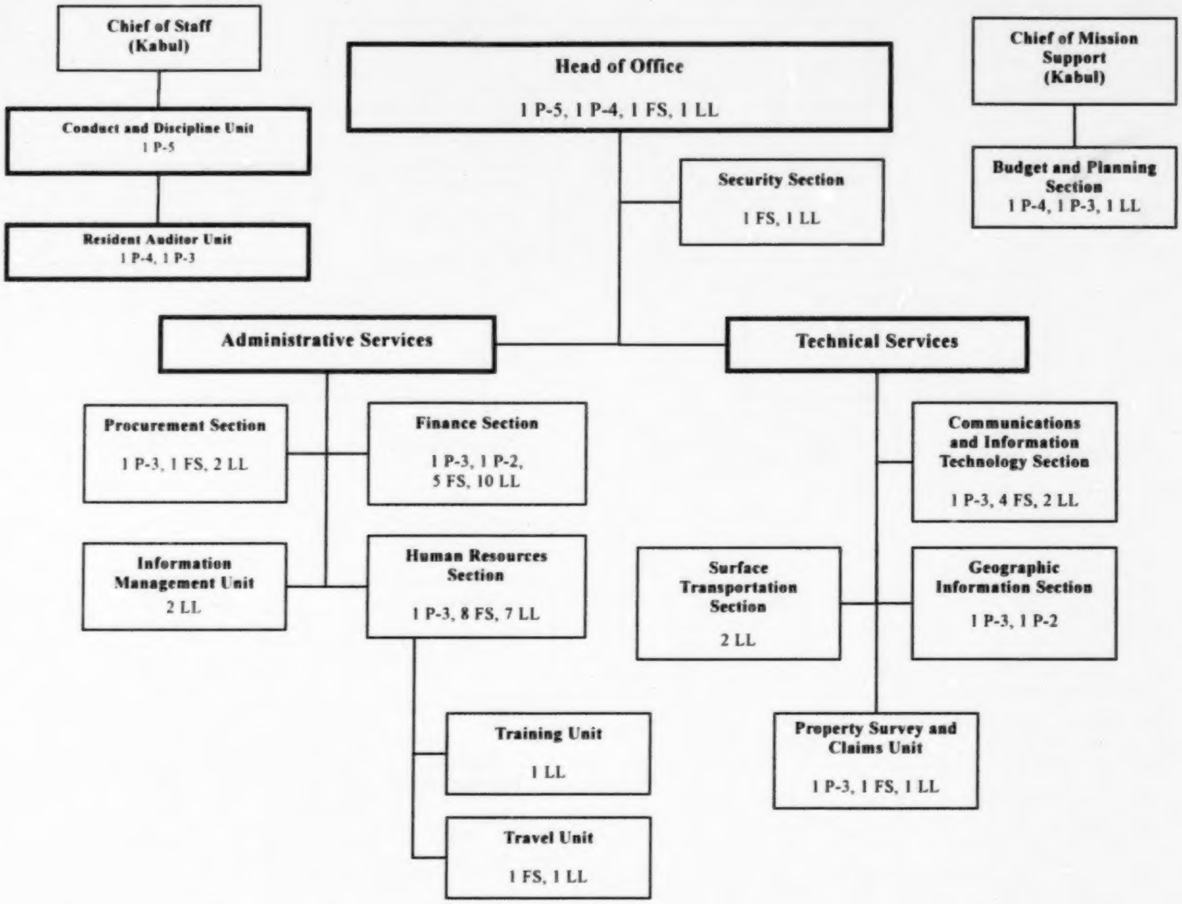
B. Regional and provincial offices


Kabul
1 P-5, 2 P-4, 4 P-3, 1 P-2, 4 FS, 13 NPO, 38 LL, 1 UNV
Kandahar
1 P-5, 2 P-4, 3 P-3, 1 P-2, 6 FS, 14 NPO, 50 LL, 1 UNV
Herat
1 P-5, 4 P-4, 5 P-3, 6 FS, 14 NPO, 46 LL, 3 UNV
Balkh (Mazar-e-Sharif)
1 P-5, 5 P-4, 4 P-3, 4 FS, 14 NPO, 54 LL, 2 UNV
Nangarhar (Jalalabad)
1 P-5, 4 P-4, 5 P-3, 2 P-2, 5 FS, 15 NPO, 52 LL, 2 UNV
Kunduz
1 P-5, 4 P-4, 3 P-3, 1 P-2, 4 FS, 14 NPO, 49 LL, 3 UNV
Paktya (Gardez)
1 P-5, 4 P-4, 2 P-3, 2 P-2, 3 FS, 13 NPO, 46 LL, 2 UNV
Bamyan
1 P-4, 1 P-3, 1 P-2, 2 FS, 4 NPO, 31 LL, 3 UNV
Farah (Farah)
1 P-4, 1 P-3, 1 P-2, 1 FS, 3 NPO, 28 LL, 1 UNV
Faryab (Maymana)
1 P-4, 1 P-3, 1 FS, 3 NPO, 30 LL, 1 UNV
Jawzjan (Shiberghan)
1 P-4, 1 P-3, 1 P-2, 1 FS, 2 NPO, 23 LL
Badakhshan (Fayz Abad)
1 P-4, 2 P-3, 1 FS, 2 NPO, 28 LL
Baghlan (Pul-e-Khumri)
1 P-4, 1 P-3, 1 P-2, 1 FS, 3 NPO, 30 LL

C. Mission Support (Kabul)


Office of the Chief of Mission Support
1 D-1, 1 P-4, 1 P-3, 1 FS, 1 LL
Budget and Planning Section
1 NPO
Air Safety Unit
1 P-3, 1 NPO
Kuwait Office
1 P-5, 2 P-4, 7 P-3, 2 P-2, 21 FS, 30 LL
Technical Services
Office of the Chief of Technical Services
1 P-5, 1 FS, 1 LL
Administrative Services
Office of the Chief of Administrative Services
1 P-5, 1 LL
Engineering Section
1 P-4, 2 P-3, 3 FS, 1 NPO, 13 LL, 8 UNV
Communications and Information Technology Section
1 P-4, 7 FS, 4 NPO, 25 LL, 7 UNV
Supply/Fuel Cell Section
1 P-3, 1 P-2, 2 FS, 12 LL, 3 UNV
Surface Transport Section
1 P-4, 5 FS, 2 NPO, 120 LL, 4 UNV
Air Operations Section
1 P-4, 2 P-3, 1 FS, 2 NPO, 7 LL, 4 UNV
Movement Control Section
2 FS, 2 NPO, 15 LL, 1 UNV
Geographic Information Section
1 NPO, 2 UNV
Property Management Section
1 P-4, 2 FS, 9 LL, 3 UNV
Facility Management Unit
1 FS, 3 LL, 6 UNV
Human Resources Section
1 P-4, 1 P-3, 2 FS, 3 NPO, 7 LL, 2 UNV
Finance Section
1 FS, 1 LL, 2 UNV
Procurement Section
1 P-4, 3 FS, 2 NPO, 2 LL
Medical Services Section
1 P-4, 1 P-3, 4 NPO, 9 LL, 6 UNV
Information Management Unit
1 P-3, 4 LL, 2 UNV
Staff Counselling Unit
1 P-4, 1 P-3, 2 NPO, 1 LL, 2 UNV
UNV Support Unit
1 P-3 (funded by UNDP)
1 UNV
Welfare Unit
1 LL, 1 UNV

D. Kuwait Office


Chief of Staff (Kabul)
Conduct and Discipline Unit
1 P-5
Resident Auditor Unit
1 P-4, 1 P-3
Head of Office
1 P-5, 1 P-4, 1 FS, 1 LL
Chief of Mission Support (Kabul)
Budget and Planning Section
1 P-4, 1 P-3, 1 LL
Security Section
1 FS, 1 LL
Administrative Services
Technical Services
Procurement Section
1 P-3, 1 FS, 2 LL
Finance Section
1 P-3, 1 P-2, 5 FS, 10 LL
Information Management Unit
2 LL
Human Resources Section
1 P-3, 8 FS, 7 LL
Training Unit
1 LL
Travel Unit
1 FS, 1 LL
Communications and Information Technology Section
1 P-3, 4 FS, 2 LL
Surface Transportation Section
2 LL
Geographic Information Section
1 P-3, 1 P-2
Property Survey and Claims Unit
1 P-3, 1 FS, 1 LL

Annex II

Estimated cost of security for 2015

(United States dollars)

Description	*Estimated cost*
International staff[a]	17 005 100
National staff[b]	11 940 700
United Nations Volunteers[c]	99 500
Security services	11 850 000
Acquisition of security and safety equipment	709 200
Uniforms	90 500
Field defence stores	63 500
Total	**41 758 500**

[a] Including 112 international positions (2 P-5, 2 P-4, 13 P-3, 5 P-2/1 and 90 Field Service).

[b] Including 425 national positions (6 National Professional Officer and 419 Local level).

[c] Including three United Nations Volunteers.

Annex III

Information on 2014 substantive activities of the United Nations agencies, funds and programmes working on programmatic matters (integrated when applicable) in collaboration with the United Nations Assistance Mission in Afghanistan

Programme	*Agencies, funds and programmes*	*Reporting period and financial resources available to the agencies, funds and programmes for the activity*	*Description*
Platform to launch substantive activities of the United Nations agencies, funds and programmes	• Food and Agriculture Organization of the United Nations • United Nations Human Settlements Programme • International Labour Organization • Office for the Coordination of Humanitarian Affairs • United Nations Development Programme (UNDP) • United Nations Department of Safety and Security • United Nations Environment Programme • United Nations Educational, Scientific and Cultural Organization • United Nations Population Fund • Office of the United Nations High Commissioner for Refugees • United Nations Children's Fund	The budget amounting to $360,326 supports one national officer and coordination funding, including for the United Nations Development Assistance Framework and related coordination functions, including United Nations Development Assistance Framework working groups and the related United Nations coherence strategy carried out by the United Nations country team.	The Office of the Resident Coordinator, housed in UNAMA, coordinates development activities and provides guidance to all United Nations agencies, funds and programmes throughout Afghanistan. The existing mechanisms include working groups for United Nations programme delivery frameworks. This includes the United Nations Development Assistance Framework, the common country assessment and the United Nations coherence strategy, with a focus on thematic working groups on cross-cutting issues. The national and overall mechanism whereby the Deputy Special Representative of the Secretary-General (Resident Coordinator/ Humanitarian Coordinator) leads and coordinates all United Nations agencies is the United Nations country team.

Programme	*Agencies, funds and programmes*	*Reporting period and financial resources available to the agencies, funds and programmes for the activity*	*Description*
	• United Nations Mine Action Service • United Nations Office on Drugs and Crime (UNODC) • Office of the United Nations High Commissioner for Human Rights (OHCHR) • United Nations Office for Project Services (UNOPS) • United Nations Entity for Gender Equality and the Empowerment of Women • World Food Programme • World Health Organization • International Organization for Migration • Joint United Nations Programme on HIV/AIDS • United Nations Conference on Trade and Development • United Nations Industrial Development Organization • World Bank • International Monetary Fund • Asian Development Bank		

Programme	*Agencies, funds and programmes*	*Reporting period and financial resources available to the agencies, funds and programmes for the activity*	*Description*
United Nations electoral support	UNDP	The UNDP electoral assistance project, ELECT II, with the Independent Electoral Commission as the implementing agency, focuses on building infrastructure and technical expertise in the local electoral management body, ensuring more sustainable elections in the future. The estimated overall budget for 2014 was $150,000. In particular, during 2014, there was a focus on operational capacity-building and planning, voter registration and infrastructure improvements at headquarters in Kabul and at the provincial level to support presidential and provincial council elections.	Pursuant to its mandate, UNAMA supports increased integrity, inclusiveness and sustainability of future elections and thus provides in-depth political analysis, seeks to ensure coherence in international assistance efforts and acts to support Afghan institutions and relations among them, in carrying out their constitutionally mandated roles. The UNDP ELECT II project provides technical support through staff co-located with the Independent Electoral Commission to enhance capacity to develop and implement elections. The main existing mechanisms are: • The Project Board, co-chaired by the Independent Electoral Commission and UNDP/UNAMA. Members include donors and key domestic stakeholders, as required • The United Nations internal elections coordination group, ensuring cross-mission and agency coherence of approach, including UNDP and UNAMA

Programme	*Agencies, funds and programmes*	*Reporting period and financial resources available to the agencies, funds and programmes for the activity*	*Description*
			• Videoconferencing with Headquarters in New York, with the participation of UNAMA, UNDP ELECT II, the Department of Peacekeeping Operations, UNDP and the Department of Political Affairs.
Salaam Support Group	UNOPS	UNAMA has received additional resources totalling $1,648,300 to fund multiple projects and related phases of activities up to the end of 2015. UNOPS provides technical support and quarterly progress reports to donors. The following funding has been provided to support the programme: • Government of Denmark: $1 million • Government of Norway: $648,300	UNAMA supports the Government of Afghanistan and the Afghan people in carrying out a comprehensive and inclusive peace and reconciliation process. UNAMA carries out a combination of mutually reinforcing top-down and bottom-up activities that include direct support to the High Peace Council and formal negotiation track with the aim of increasing understanding of Afghan conflict dynamics; potentially convening a track II dialogue process to provide input into formal talks; and engaging in a broad range of local peace initiatives and people's dialogues to provide forums that empower and give a voice on peace and reconciliation issues to traditional community leaders, religious leaders, women, youth and civil society.

Programme	*Agencies funds and programmes*	*Reporting period and financial resources available to the agencies, funds and programmes for the activity*	*Description*
			The UNAMA Salaam Support Group comprises staff from the Mission that meet on a regular basis to discuss and review the Mission's activities in support of the process. It also serves to identify further opportunities and options for increasing the Mission's engagement, as outlined in its mandate, as the overall reconciliation process evolves. The memorandum of understanding between UNAMA and UNOPS on the provision of technical services continues as the basis for the financial management of resources.
Afghanistan democratic policing project	UNOPS	A contribution has been made by the Government of the Netherlands in the amount of $4,500,265 to support the project. The duration of the project is February 2013 to February 2016. UNOPS provides technical support and annual progress reports to donors and the Ministry of the Interior.	The purpose of the project is to improve the accountability and responsiveness of Afghan police to their communities, particularly in terms of enhancing access to justice for women and children. Field activities of implementing partners are overseen by the UNAMA Police Advisory Unit, which also coordinates oversight and monitoring from partner organizations. UNAMA carries out monitoring and evaluation activities on the impact of the various components and phases of the project, including visiting sites, supervising data

Programme	*Agencies, funds and programmes*	*Reporting period and financial resources available to the agencies, funds and programmes for the activity*	*Description*
			collection, updating and maintaining project databases, coordinating all monitoring and evaluation activities and producing quarterly, annual and ad hoc reports. Progress is also reviewed by the project oversight board, which is chaired by UNOPS and comprises representatives from UNAMA, the Ministry of the Interior and the Government of the Netherlands in Kabul.
Human rights, including the Afghan People's Dialogue on Peace initiative	OHCHR	A contribution in the amount of $274,680 has been received from OHCHR for 2014 to support the overall human rights programme. Weekly situation reports, midyear and annual progress reports and monthly financial reports are provided to OHCHR. In addition, through OHCHR, support for the Afghan People's Dialogue on Peace initiative has been provided by the Government of Belgium in the form of a contribution amounting to €150,000 for the period from February 2013 to July 2014.	The overall funding allocated by OHCHR supports a number of technical and advocacy-related initiatives across the portfolio of human rights programmes, including protection of civilians and implementation of the elimination of violence against women law. These activities include database management, capacity-building of staff and outreach to key stakeholders, all of which are incorporated into the annual work plan of the UNAMA Human Rights Unit. The specific funding allocated to the Afghan People's Dialogue on Peace initiative aims to support the facilitation of a countrywide dialogue involving approximately 4,000 ordinary Afghans through 200 focus group discussions that will feed

Programme	*Agencies, funds and programmes*	*Reporting period and financial resources available to the agencies, funds and programmes for the activity*	*Description*
			into the development of local road maps for peace. UNAMA will help develop a report highlighting key findings of the initiative and a national conference will be organized to enable civil society to present the provincial road maps, and discuss and share findings with policymakers. The project is overseen by a steering committee of civil society organizations, for which UNAMA acts as the secretariat to provide support.
Afghan Peace and Reintegration Programme	UNDP	Total contributions amounting to $212,180,504 have been pledged and/or received for the Afghanistan Peace and Reintegration Programme. UNDP is responsible for the programming of the funds pledged under "window B", which currently amount to $131,766,485. The following contributions have been made by donor Governments to support the project: • United States of America: $50,000,000 • Australia: $11,970,000 • Finland: $2,470,000 • Japan: $67,055,941 • Germany: $39,535,469	UNAMA provides support to the Afghanistan Peace and Reintegration Programme and is engaged with stakeholders on policy issues, including contributing to reviewing Afghanistan peace and reintegration projects as a member of the Technical Committee. UNDP supports the Afghanistan Peace and Reintegration Programme by assisting the High Peace Council, joint secretariat and its provincial structures in expanding its outreach, reintegration and community recovery components to promote peace, reconciliation and security in Afghan communities. UNDP works closely with the

Programme	*Agencies, funds and programmes*	*Reporting period and financial resources available to the agencies, funds and programmes for the activity*	*Description*
		• Italy: $5,683,656 • Denmark: $7,961,741 • Spain: $6,666,667 • Netherlands: $2,500,000 • Republic of Korea: $1,000,000 • United Kingdom of Great Britain and Northern Ireland: $15,930,933 • Estonia: $43,085	joint secretariat field operations, finance and development units to plan, implement and monitor the different components of the programme. UNDP technical support is provided to the joint secretariat at the central level and to the provincial joint secretariat teams at the provincial level through six regional offices.
Coordination and advocacy on counter-narcotics issues	UNODC	Financial resources provided by donors to the UNODC country programme in 2014 amounted to approximately $19,619,500 to support various programmes aimed at building tasks, including building government counter-narcotics capacities and work on alternative livelihoods. Financial resources provided by donors to the UNODC regional programme in 2014 amounted to approximately $3,995,000.	• UNODC is the leading United Nations agency responsible for implementing various programmes related to the fight against narcotics, crime and corruption. Security Council resolution 2145 (2014) highlights the importance of cooperation between UNAMA and UNODC in this regard. The UNODC country programme for Afghanistan (2012-2015) aims at contributing to the stability and development of Afghanistan by strengthening the criminal justice system and counter-narcotics efforts and capacity of the Government of Afghanistan.

Programme	*Agencies, funds and programmes*	*Reporting period and financial resources available to the agencies, funds and programmes for the activity*	*Description*
			• The regional programme for promoting counter-narcotics efforts in Afghanistan and neighbouring countries for 2011-2015 is dedicated to promoting regional cooperation among Afghanistan and its neighbours. It also aims to enhance regional-level counter-narcotics capacities by improving coordination and facilitating new and ongoing regional initiatives, such as the confidence-building measures within the Istanbul Process. • The United Nations system task force on transnational organized crime and drug trafficking as threats to security and stability, established by UNODC and UNAMA, continues to support inter-agency cooperation on organized crime.
Medical Emergency Response Team	• UNAMA • UNDP • Resident Coordinator/ United Nations country team	• The project will receive $300,000 from the United Nations country team cost share mechanism, which will support the purchase of two mobile trauma stabilization facilities. The UNAMA share under this mechanism amounts to $83,500.	The project seeks to support the establishment of a Medical Emergency Response Team, which will provide an efficient emergency medical capacity to support United Nations and international humanitarian operations within Afghanistan and improve national emergency medical capacity to serve the Afghan population.

Programme	*Agencies, funds and programmes*	*Reporting period and financial resources available to the agencies, funds and programmes for the activity*	*Description*
		• UNDP has agreed to manage the service contract, while UNAMA will host the specialized trauma medical personnel in its compounds. • Donors, particularly the United Kingdom, Sweden and Netherlands, have indicated they will provide additional financial support. The project requires $2.25 million to cover the cost of personnel and an additional $825,000 for trauma stabilization facilities.	The United Nations country team recognizes that the evolving security environment, the closure of provincial reconstruction teams and the transitional environment in which the United Nations currently operates have resulted in the need to improve medical support for United Nations and humanitarian workers, along with mass casualty incident preparedness and response capacity within the national medical infrastructure. The establishment of self-sustained medical emergency capacity in the provinces, with advanced trauma care and stabilization facilities, including training provided to national medical and hospital facilities in trauma response, as well as ongoing support during aero-medical evacuation of casualties to Kabul, will benefit not only the United Nations and the humanitarian community, but will also provide in-extremis support to partners and donors.

Programme	*Agencies, funds and programmes*	*Reporting period and financial resources available to the agencies, funds and programmes for the activity*	*Description*
			With United Nations country team cost share and donor funding, UNDP will establish a contract with a specialized service provider, who will place specialized trauma paramedics throughout key provinces in Afghanistan, within UNAMA and UNDP compounds. Partners and donors will be able to sign separate service agreements with the service provider to address any insurance/ liability issues. **The Resident Coordinator/ Risk Management Unit will support monitoring activities to ensure the effective implementation and management of the Medical Emergency Response Team.**